

COMPREHENSIVE COMPENSATION AND BENEFITS STUDY

SUBMITTED TO: THE GRUNDY LIVINGSTON KANKAKEE WORKFORCE BOARD
AND THE WORKFORCE INVESTMENT BOARD OF WILL COUNTY

SUBMITTED
BY:



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INTRODUCTION

In the wake of a challenging year, our country's workforce development boards are faced with unprecedented business needs that require a quality available workforce. Workforce boards must better understand the compensation and benefits of its workforce to better plan and budget for the strategies necessary in a competitive regional business environment. To further understand and gather insights, the Grundy Livingston Kankakee Workforce Board (GLKWB) and the Workforce Investment Board of Will County funded a Comprehensive Wage and Benefit Study for the region.

In partnership with Thomas P. Miller and Associates (TPMA), GLKWB and the Workforce Investment Board of Will County prepared and distributed a comprehensive compensation and benefit survey that collected information from employers in the 4-county service area. Additionally, TPMA hosted three roundtable discussions to discuss best practices, challenges, and innovative ideas.

The region's labor market area is experiencing a tight labor market. Employers are unable to fill current positions and as a result workforce availability has become a major issue for employers. The study sought employer input to help everyone better understand what the real time cost of recruiting and retaining their workforce. This study includes findings from the survey and roundtables, best practice research, regional labor data from secondary sources, and recommendations for employers and the workforce boards. Along with the final report, a presentation of findings was presented to both the Workforce Investment Board of Will County, as well as the GLKWB.

Survey Summary: The survey contained a general section focused on demographic information and benefits as well as questions about specific occupations. A complete copy of the survey can be found in [Appendix B](#). This survey was distributed by email via SurveyLegend. As a result, a total of 88 survey records were analyzed. The following report summarizes respondents' industry information, benefits, recruiting and retention strategies, wages, estimated job openings for coming years, and more. This study targets companies located in the four counties. To meet the need for better labor market information, this study focuses on benefits, wage, and recruiting and retention strategies. To protect the confidentiality of the organizations that responded to the survey, survey results are presented in the aggregate. This report also includes labor market data from Emsi to supplement sections where survey response rates were low or additional context would be beneficial.

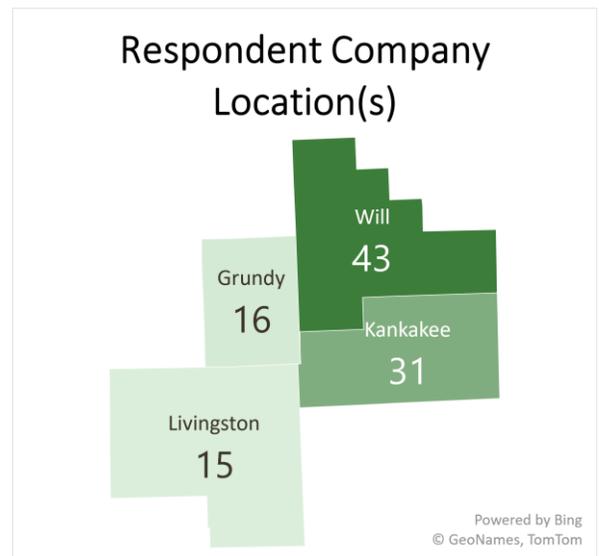
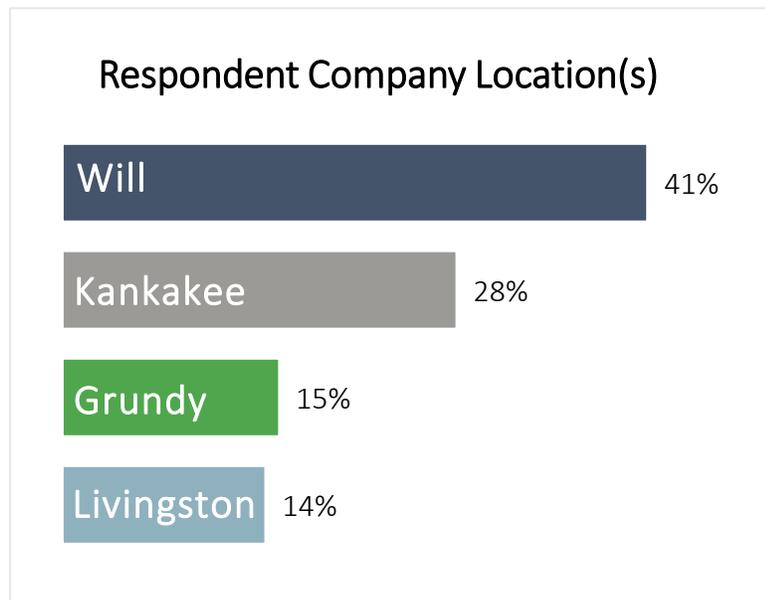
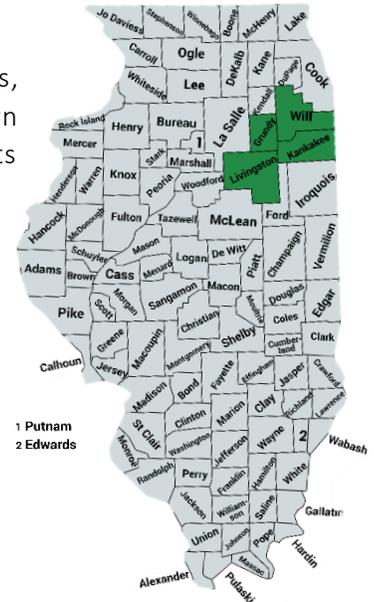
Roundtable Summary: Roundtable discussions focused on getting further feedback on wages, benefits, and ways to develop the workforce to meet current needs. A total of 19 individuals participated in the three roundtables. Individuals selected in the survey if they were interested in participating in the roundtable and were then sent an email with the three dates and times to register. The roundtables were open to employers from all sectors and had a variety of industries represented. Six participants represented Manufacturing, three represented Transportation, Distribution, Logistics, one represented Healthcare, and the remaining individuals represented "other" industries. The Roundtable Discussion Guide can be found in [Appendix C](#).

SURVEY ANALYSIS & ROUNDTABLE RESULTS

Summary of Demographics

Organizations by County

The geographic scope of this analysis included four counties in Illinois, including Grundy, Kankakee, Livingston, and Will Counties, as also shown on the map to the right. Of the 88 unique completers¹, respondents selected which county/ies their company resided in. 75 of the 88 respondents (85%) selected that their company has one location within the four counties.² The remaining 12 companies selected having locations within multiple counties, including several having locations in all four.³ For the purpose of this analysis, all county locations are included, meaning the 88 company respondents represent 104 locations in the four counties. With that in mind, Will County recorded the highest company representation (43), followed by Kankakee County (31), Grundy County (16), and Livingston County (12).



Below is the combined summary of all responses. Individual County breakdowns can be found later in the report. Click to jump to that section: [Grundy County Overview](#), [Kankakee County Overview](#), [Livingston County Overview](#), and [Will County Overview](#).

¹ Unique completions found after cleaning and cutting data. Deletions included no responses, duplicates that were by the same respondent, and partial responses that did not have significant data.

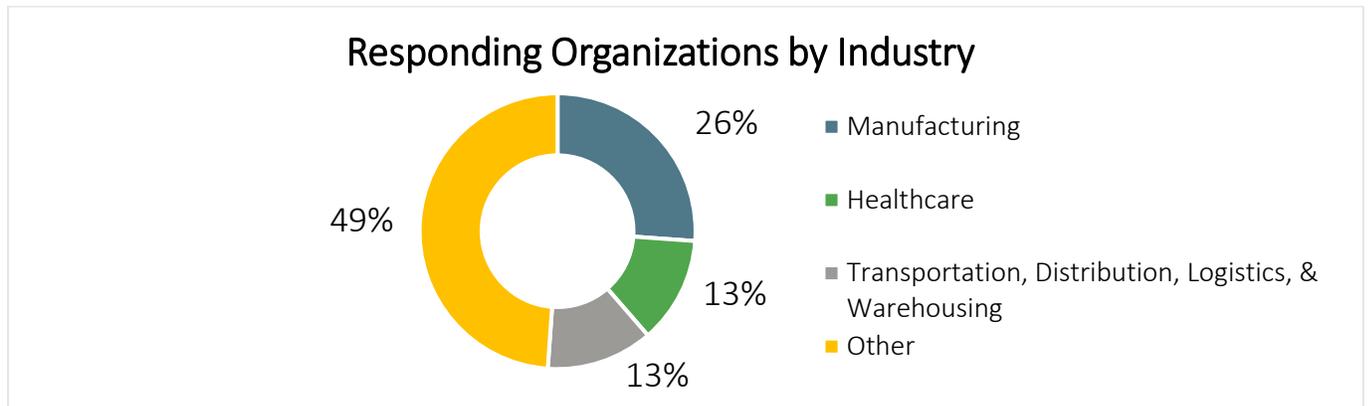
² One company had two separate responses, while responses were unique for salary/benefit data, their demographic information was the same and in turn both responses were not used for location analysis.

³ One company resided outside of the four counties in the study, so while counted in the total completers above (88), was not used in the location analysis (75 + 12 = 87).

Organizations by Industry

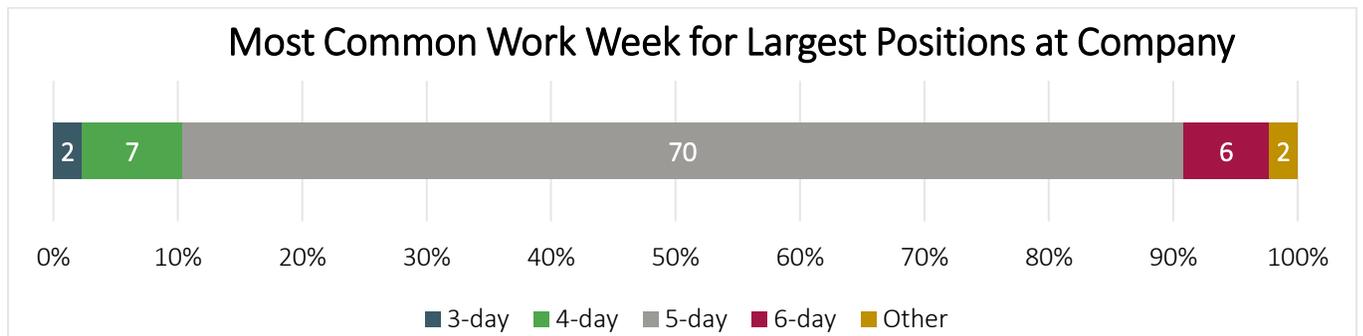
The “Other” Industry selection was the most selected during the survey, with 43 respondents. Industries written in responses included: Contractors, Non-Profit, Construction, Government/Municipality, Financial Services/Banking, Real Estate, Public Transportation, Engineering, and several others.⁴ Manufacturing was the next highest selected industry with 23 respondents, representing a 26% share.⁵ Healthcare and the Transportation, Distribution, Logistics, and Warehousing industries both comprised of 11 respondents, or a 13% share of all respondents.

Industry	Respondents
Manufacturing	23
Healthcare	11
Transportation, Distribution, Logistics, & Warehousing	11
Other	43
Total	88



Work Week

Of the 87 respondents, the majority of companies selected a 5-day work week for those positions that comprised the largest percentage of their company. 4-day had the second highest number of selections followed by 6-day, and then 3-day. Other had two selections, with one respondent indicating a 7-day work week and one indicating work weeks vary by program and position.



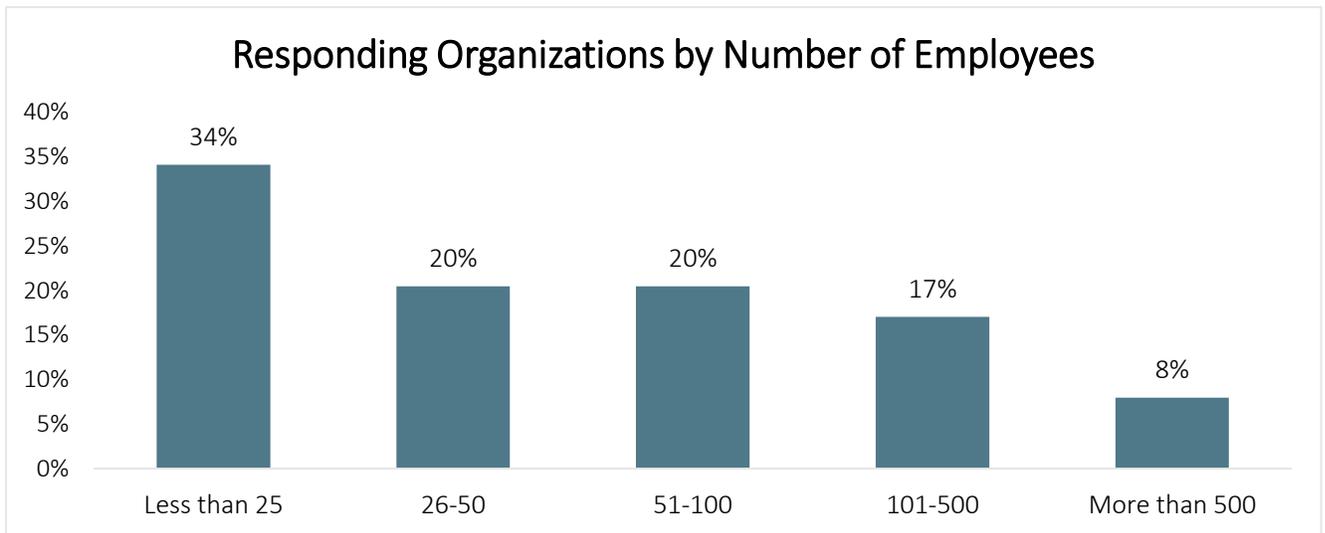
⁴ A complete list of all write in “Other” Industries can be found in the “Other Write-In” Position Section.

⁵ One company had two separate responses, while responses were unique for salary/benefit data, their demographic information was the same and in turn both responses were not used for industry analysis.

Company Size

The majority of responding organizations selected having “less than 25 employees,” with 30 respondents (34%), selecting this range. The “26-50” and “51-100” employee range were next highest, with both having 18 selections (20%). “101-500” employees had the next highest selected employee range with 15 selections (17%) of all responses. Finally, “More than 500” employees was the least selected option with only 7 companies (8%) of all respondents indicating their company falls in this range.⁶

Number of Employees	Respondents
Less than 25	30
26-50	18
51-100	18
101-500	15
More than 500	7
Total	88



The chart below highlights the distribution of responding organizations by number of employees within each selected industry. As seen, the Manufacturing and the Transportation, Distribution, Logistics, and Warehousing industries are well represented in each employee size range, while the Healthcare industry is more heavily favored in the “26-50” and “101-500” size. Probably the most significant finding is the large representation of “Less than 25” employees in the “Other” industry, which accounts for roughly 75% of all companies in the size range.

Number of Employees	Manufacturing	Healthcare	Transportation, Distribution, Logistics, & Warehousing	Other	Total
Less than 25	4	1	3	22	30
26-50	3	5	2	8	18
51-100	8	1	3	6	18
101-500	3	5	2	5	15
More than 500	3	1	1	2	7

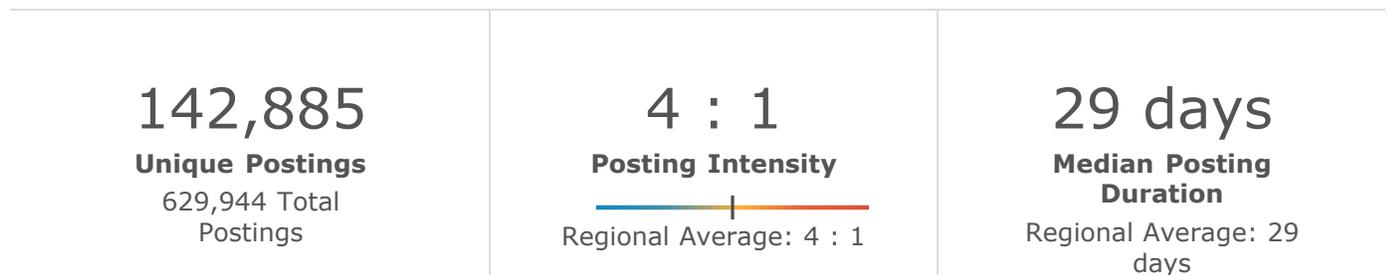
⁶ One company had two separate responses, while responses were unique for salary/benefit data, their demographic information was the same and in turn both responses were not used for Employee analysis.

Wages and Shift Overview

Detailed below are the findings from the survey and from the roundtable discussion surrounding wages and shifts. It is important to note roundtable participants shared that while they struggle with increasing their wages and knowing how much they should offer, they have to be responsive to the local market in order to be competitive, so if Amazon and other large employers are suddenly offering higher starting wages, they often have to increase as well. This can be difficult because companies have internal limitations on how much they can increase wages. It was noted that while understanding wage data is important, employers needed more innovative ways to recruit, retain, and upskill employees. Employers participating in the roundtables shared struggles focused on how else they recruit and retain employees in the tight labor market besides increasing wages, more information on [recruitment](#) and [retention](#) can be found in sections below.

Wages

According to Emsi Job Posting Analytics- Emsi Q4 2021 Data for the region, “there were 629,944 total job postings from October 2020 to September 2021, of which 142,885 were unique. These numbers give us a Posting Intensity of 4-to-1, meaning that for every 4 postings there is 1 unique job posting. There are 26,517 advertised salary observations (19% of the 142,885 matching postings) and had Median Advertised Salary of \$25.54/hr.”



Wage Increases

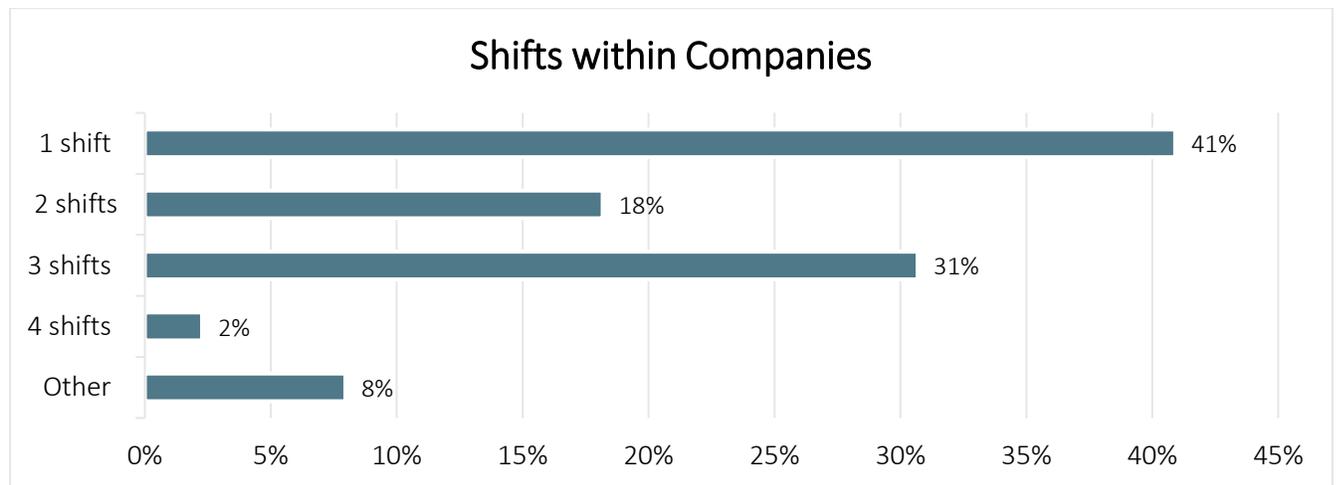
Respondents were asked on the specific time(s) they increased wages after hiring. Out of the 80 total employer responses, several employers selected multiple time options, indicating that there are multiple times available for wage increases. That said, 1-Year was the most common option selected with 58 selections. 6-months was the next most selected option (19), followed by 3-months (14). Common “Other” responses included: performance-based raises/raises after reviews or evaluations, raises after certain completion of trainings, raises after 60 days or 2months, and raises varies widely/ dependent on market conditions.



Shifts Breakdown

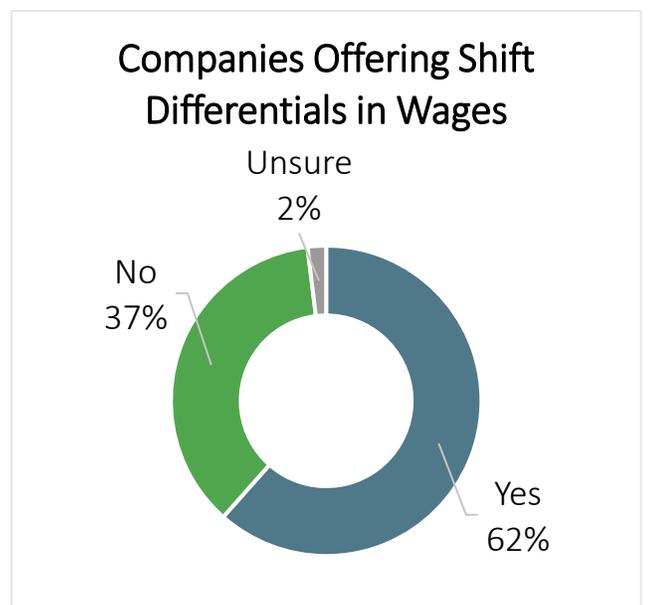
Respondents selected “1 Shift” as the most common answer to how many shifts were within their company, as 36 companies chose this selection. “3 Shifts” was the next highest selected option, with “2 Shifts” following behind. The “Other” shift option had 7 selections, with two respondents indicating their company had 5+ shifts, and five indicating shifts have varying start times depending on program type. Specific times for working shifts varied considerably, as entries from respondents listed anywhere from 1 – 10+ shift times. That said, 8:00 – 5:00PM was the most common shift time, with many other entries following 8-hour schedules staggered throughout the entire day and night.

Number of Shifts	Respondents
1 Shift	36
2 Shifts	16
3 Shifts	27
4 Shifts	2
Other	7
Total	88



For the 52 companies that did have more than one shift, 62% offer shift differentials in wages. Company wage differential for each shift varied considerably, with many of the shift differences relying on time of shift and number of shifts taken in a day. Most common were \$0.50 - \$1.50 increases for second shifts taken on, \$1.00 - \$3.00 increases for third shifts, and \$1.00 - \$3.50 increases for midnight/overnights shifts.

Roundtable participants mentioned certain shifts were harder to attract talent for, while other participants discussed that, where possible, they were trying to be flexible about when shifts begin and end to better accommodate employee’s schedules. This increase in flexibility was considered a need for both retaining and attracting talent.



BENEFITS AND BONUSES

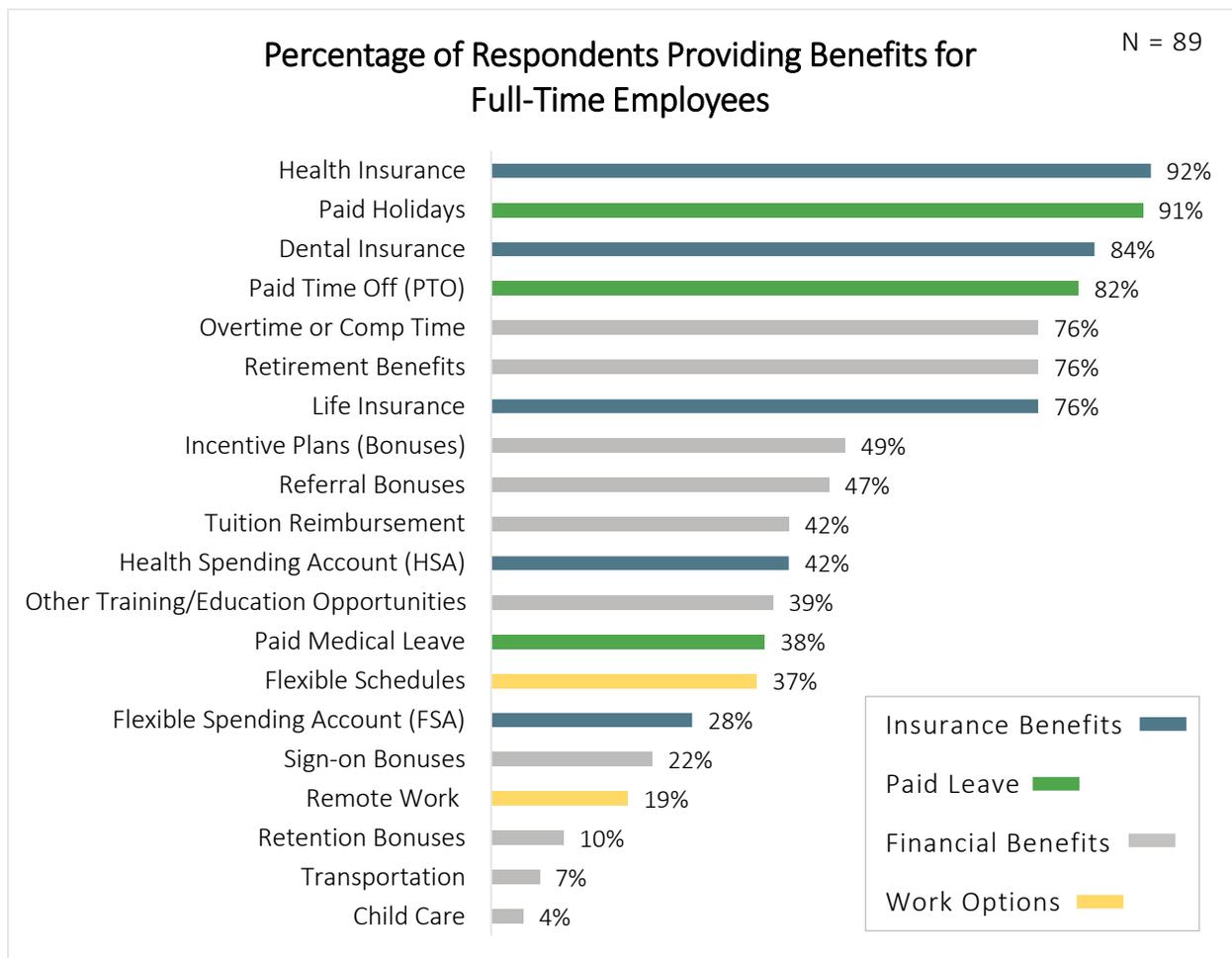
Benefit Analysis – Full-time Employees

Detailed below are the findings from the survey and from the roundtable discussion surrounding benefits.

Benefits questions within this survey can be grouped into four general categories. These categories include:

- Insurance and health benefits – health insurance, life insurance, vision care, disability insurance, etc.
- Paid leave – paid vacation, holiday, and sick leave.
- Financial benefits – profit sharing, contributions to retirement plan, bonus, etc.
- Work options – flexible schedules and remote work

The chart below shows the percent of respondents who indicated they provided these benefits.



Insurance and Health Benefits: Details

Of survey respondents, the majority provided some sort of insurance benefit. Health insurance was the most provided insurance with 92% of respondents providing it. Flexible Spending Accounts (FSAs) were the least provided benefit with 25 employers (28%) selecting this option. Health Spending Accounts (HSAs) were more frequently a benefit and selected by 42% of responders. Dental Insurance was the second most provided insurance with 84% of respondents providing it.

Insurance Benefits for Full-Time Employees		
Benefits	Frequency	Percent
Health Insurance	82	92%
Dental Insurance	75	84%
Life Insurance	68	76%
Health Spending Account (HSA)	37	42%
Flexible Spending Account (FSA)	25	28%

Financial Benefits: Details

Overtime or comp time was provided by 76% of respondents and retirement benefits were also provided by 76% of respondents. These were the most frequent ways survey respondents provided financial benefits. 49% of respondents did have an incentive plan or provided bonuses to their employees as a financial benefit. Sign-On and Retention bonuses were not as common, with 22% of respondents offering Sign-On and just 10% offering Retention bonuses. Benefits geared toward education or training are not consistently offered. Only 42% of respondents selected they offer tuition reimbursement and 39% offer other training or education options. Finally, six employers (7%) offer transportation as a benefit to employees while only four employers (4%) offer childcare support.

Financial Benefits for Full-Time Employees		
Benefits	Frequency	Percent
Overtime or Comp Time	68	76%
Retirement Benefits	68	76%
Incentive Plan (Bonuses)	44	49%
Referral Bonuses	42	47%
Tuition Reimbursement	37	42%
Other Training/Education Opportunities	35	39%
Sign-On Bonuses	20	22%
Retention Bonuses	9	10%
Transportation	6	7%
Child Care	4	4%

Paid Leave: Details

A large majority of respondents (91%) provided paid holidays, while 73 employers (82%) have paid time off. Paid medical leave is offered by 38% of respondents.

Paid Leave for Full-Time Employees		
Benefits	Frequency	Percent
Paid Holidays	81	91%
Paid Time Off (PTO)	73	82%
Paid Medical Leave	34	38%

Work Options: Details

Work options like flexible schedules and remote working are becoming more common in the workplace. 33 employers (37%) offer some type of flexible scheduling, while only 17 employers (19%) offer remote work.

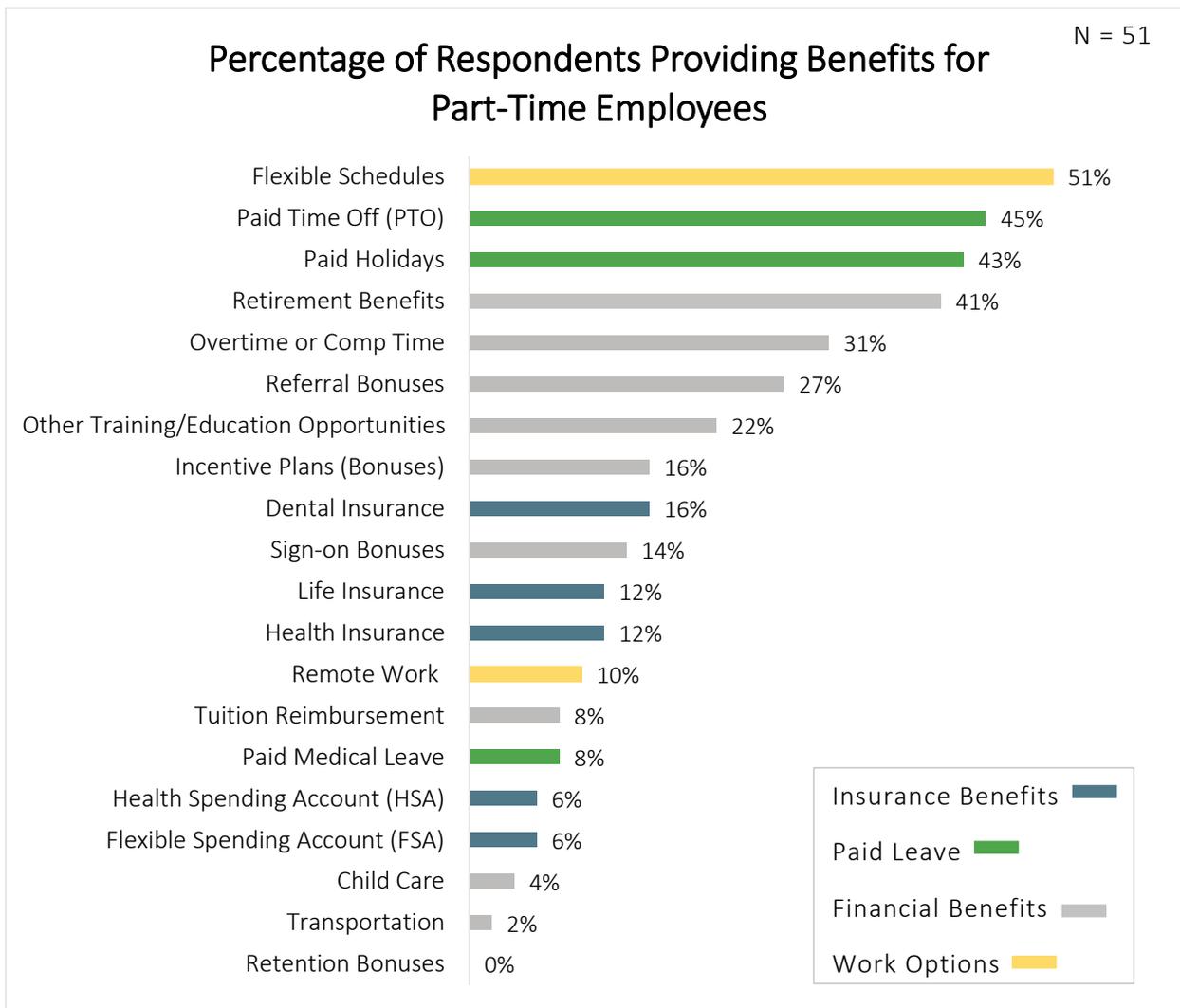
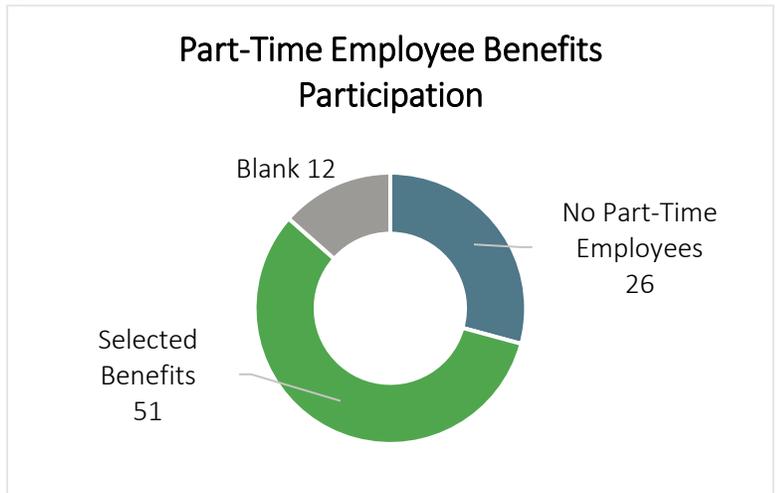
Work Options for Full-Time Employees		
Benefits	Frequency	Percent
Flexible Schedules	33	37%
Remote Work	17	19%

Other:

Respondents were also able to enter in any additional benefits their company may offer to full time employees. 12 employers responded with varying benefits including: store/employee/family discounts, 401K, PPE reimbursement, attendance/productivity bonuses, short/long-term disability, accident and critical illness, and weekly pay.

Benefit Analysis – Part-Time Employees

Employers were also asked to complete the same benefit information for part-time employees. 26 employers (29%) selected they did not have part-time employees and 12 employers (13%) left the section blank. This left the remaining 51 employers (57%) to provide information on what benefits they may offer. As shown in the graph below. Not surprising, flexible schedules was the benefit most often selected by the employers.



Insurance and Health Benefits: Details

Of survey respondents, part-time employees receive significantly less insurance benefits than their full-time counterparts. That said, Dental insurance was the most provided insurance with 15% of respondents providing it. Flexible Spending and Health Spending Accounts were the least provided benefit with 3 employers (6%) selecting this option.

Insurance Benefits for Part-Time Employees		
Benefits	Frequency	Percent
Dental Insurance	8	15%
Health Insurance	6	12%
Life Insurance	6	12%
Flexible Spending Account (FSA)	3	6%
Health Spending Account (HSA)	3	6%

Financial Benefits: Details

Retirement benefits were the most frequently selected benefit with 21 (40%) employers who offer it for part-time employees. 15% of respondents did have an incentive plan or provided bonuses to their employees as a financial benefit. Sign-On and Retention bonuses were not as common, with 13% of respondents offering Sign-On and 0% offering Retention bonuses. Benefits geared toward education or training are not consistently offered either. Only 8% of respondents selected they offer tuition reimbursement and 21% offer other training or education options.

Financial Benefits for Part-Time Employees		
Benefits	Frequency	Percent
Retirement Benefits	21	40%
Overtime or Comp Time	16	31%
Referral Bonuses	14	27%
Other Training/Education Opportunities	11	21%
Incentive Plans (Bonuses)	8	15%
Sign-on Bonuses	7	13%
Tuition Reimbursement	4	8%
Child Care	2	4%
Transportation	1	2%
Retention Bonuses	0	0%

Paid Leave: Details

Less than half of respondents who have part-time employees (44%) provided paid time off (PTO), while 22 employers (42%) have paid holidays. Paid medical leave is offered by just 8% of respondents for part-time employees.

Paid Leave for Part-Time Employees		
Benefits	Frequency	Percent
Paid Time Off (PTO)	23	44%
Paid Holidays	22	42%
Paid Medical Leave	4	8%

Work Options: Details

Work options like flexible schedules and remote working were more common for part-time employees than full time. Specifically, 50% of employers offer some type of flexible scheduling, while only 5 employers (10%) offer remote work.

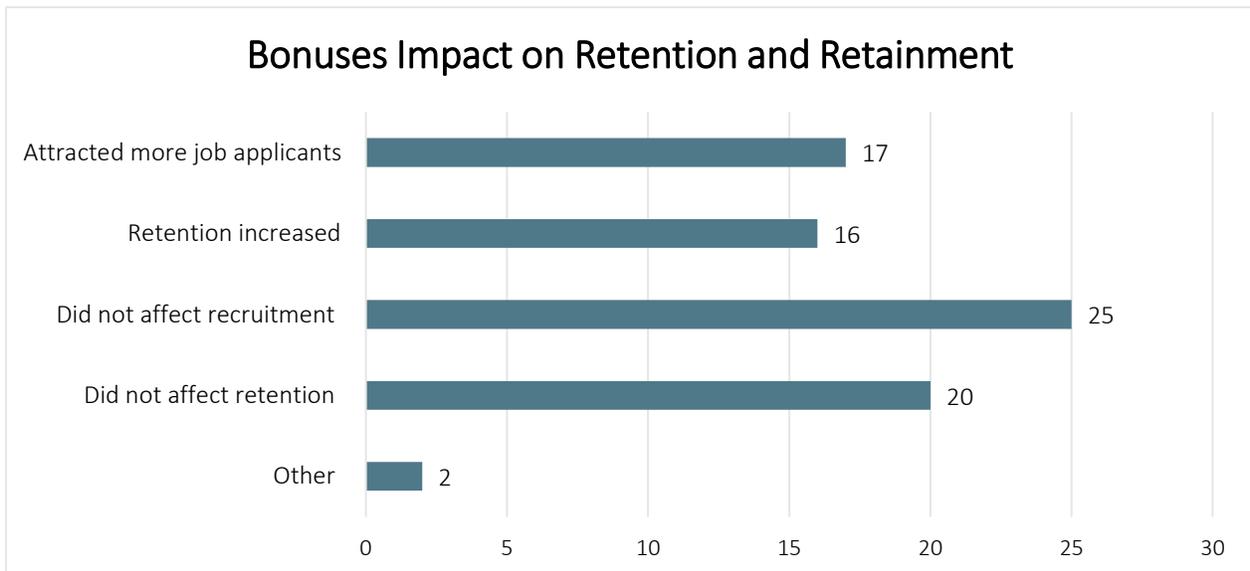
Work Options for Part-Time Employees		
Benefits	Frequency	Percent
Flexible Schedules	26	50%
Remote Work	5	10%

Other:

Respondents were also able to enter in any additional benefits their company may offer to part-time employees. Six employers responded with varying benefits that were similar to full-time employees including: store/employee/family discounts, 401K, PPE reimbursement, and attendance/productivity bonuses.

Bonuses Analysis

Of the 56 employers who provide bonuses and answered the question “In what ways, if any, has offering bonuses impacted your recruitment or retention of employees?” most indicated that bonuses “Did not affect recruitment” with 25 selections. The next most selected option was that bonuses “Did not affect retention” with 20 selections, followed by 17 selections of “Attracted more job applicants,” and 16 selections of “Retention increased.” There were 2 “Other” selections, with one respondent indicating that bonuses improve morale, and the remaining response indicating there was minimal effect on retention from the bonuses offered. Seven employers selected bonuses both attracting and retaining employees, representing slightly less than half of the total for both options. Overall, the majority of employers did not feel the bonuses currently offered have an impact on retention or recruitment.



Other Bonuses

Of the employers who do offer bonuses, respondents were able to respond with any other benefits they may offer that help attract or retain employees. Of the 27 responses, the answers included:

- Providing Health Insurance
- Job Performance & Evaluation Bonuses
- Internal Promotions/Apprenticeships
- Providing a Great Company Culture & Work Environment
- Free Lunches & Refreshments on Site
- Education Classes including an Employee Investment Program
- Annual Profit-Sharing Program
- 401K Match & Pension Plans
- Summer Hours (Reduced Working Hours) & 4-Day Workweeks
- Front Loading PTO

Dollar Amount of Bonuses Offered

51 employers responded to the question “What was the dollar amount of the bonuses you offered?” While answers varied widely, common responses included:

- Sign-on bonuses ranging from \$100 - \$1,500, with \$1,000 having the most responses
- Referral bonuses ranging from \$25 - \$2,000, with most responses under \$1,000
- Attendance bonuses ranging from \$250 - \$500
- Retention bonuses ranging from \$1,000 - \$1,500, several 90-day payouts included
- Bonuses based on % of salary, ranging from 5 - 20%
- Other bonuses dependent on employee production and company profit/success/sales

Roundtable participants noted there was not a specific monetary amount that attracted job applicants, sharing that even the referral bonuses were not as useful of a recruiting tool as having a good workplace culture. Roundtable participants also mentioned being constrained budgetarily regarding the amount and ways they offer bonuses.

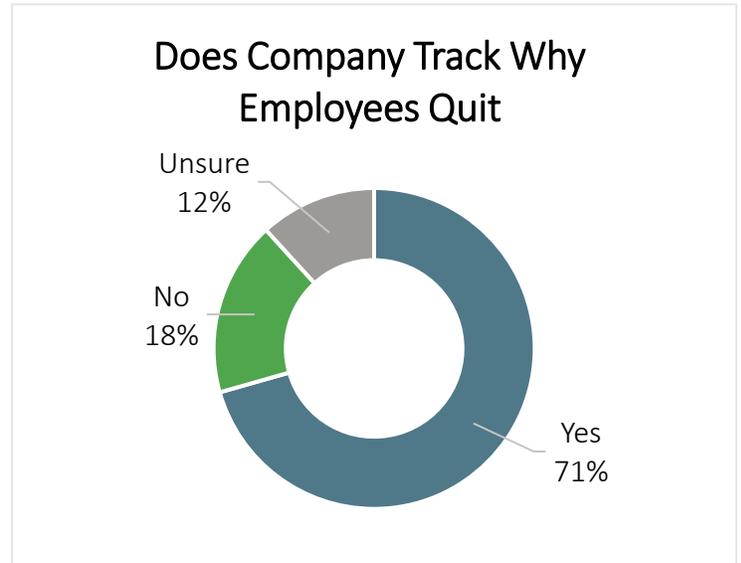
RECRUITING AND RETENTION SURVEY DATA

The information below highlights the findings from the recruitment and retention questions found in the survey. Internal employer tracking of quits and qualitative data for difficulties in attracting/retaining employees and top reasons for employees quitting are found below. More specific detailed information on recruitment and retention including information from roundtables, best practices, and recommendations is found in the following two sections.

Tracking Quit Rates

Of the 85 respondents to the question “Do you track the reasons why employees quit?” 60 (71%) of employers listed “Yes.” A total of 15 employers listed “No,” while 10 employers listed “Unsure.”

If Employer Tracks Why Employees Quit	Frequency
Yes	60
No	15
Unsure	10
Total	85



Difficulties in Attracting/Retaining Employees

Employers were asked whether they faced any difficulties in attracting or retaining employees based on the available wage and benefits offered at their company. As respondents largely faced similar and universal difficulties, industry specific analysis was redundant. From the 57 employers that responded, several listed multiple challenges they are currently facing. As seen, the top two difficulties faced currently for employers is finding qualified applicants and offering higher, more competitive pay. Several employers mentioned that they could not compete with larger competitors offering higher starting salaries. The next highest difficulty faced by employers was job abandonment issues, as many faced concerns with potential employees leaving quickly after starting or not showing up to work after interviewing or onboarding. Other difficulties expressed were lack of competitive benefits offered, and similar to pay, larger corporations nearby offering large sign-on bonuses or other comprehensive benefits are near impossible to compete with for smaller firms. General competition remains a challenge as well as finding those who are motivated to work and apply for open positions.

Reason for Difficulty in Attracting & Retaining Employees	Frequency
Finding Qualified Applicants	19
Pay Too Low	19
Job Abandonment	10
Lack of Benefits	8
Motivation to Work/Apply	6
Competition in Area	6
Location Challenges	2
Lack of Flexible Schedules	1

Other difficulties expressed were lack of competitive benefits offered, and similar to pay, larger corporations nearby offering large sign-on bonuses or other comprehensive benefits are near impossible to compete with for smaller firms. General competition remains a challenge as well as finding those who are motivated to work and apply for open positions.

Top Reasons for People Leaving/Quitting Jobs

Many of the difficulties in attracting and retaining employees faced by employers overlap with the same reasons for why employees are leaving and quitting their jobs. As seen, from the 66 respondents, the overwhelming majority of employers listed that better opportunities/higher paying job was the main reason for why employees are leaving. This data coincides with the difficulties expressed by employers, as many listed that they cannot compete with higher salaries being offered. That said, job abandonment was the next highest reason for employees leaving, as many respondents expressed concern that employees leave with little or no communication. Retirement was also listed as a top reason for employees leaving, as the baby boomer generation continues to retire at higher rates. Finally, better bonuses and benefits offered at other companies was listed as a reason for employees leaving as well as a mismatch in culture/fit.

Reason for Leaving/Quitting Job	Frequency
Better Opportunity/Higher Paying Job	46
Job Abandonment	13
Retirement	8
Bonuses/Other Benefits Offered Elsewhere	3
Not a Good Fit/Culture Mismatch	3

Additional Insights:

As a last effort to collect additional information regarding wages and benefits, respondents were asked in an open text response if there was anything else they would like to share. While only receiving seven entries, many of the items listed by each respondent corresponded with one another and with overall themes found throughout the data. Included in the responses was the emphasis on need for qualified applicants, including employees that are trained and skilled in nursing and truck driving. Respondents also listed they are actively working hard to remain competitive in terms of pay and benefits but are concerned with the ability to compete with the larger corporations nearby. Overall, the need for qualified applicants, and the ability to pay higher salaries were the two key themes in the responses.

RECRUITING

Nearly all roundtable participants discussed recruiting talent as a challenge. The main challenges in recruiting talent fell into three categories: not having qualified talent in the pipeline, difficulty with applicants not applying or dropping out during the interview process, and struggling with knowing where to go to market to attract talent.

Marketing Open Positions

Many participants shared that the old ways they used to post and market job openings were no longer working. Several mentioned trying new strategies such as bolstering their social media campaigns, attending job fairs, hosting open houses, and putting an emphasis on referral programs to encourage current employees to recruit talent. Many felt that not only was recruiting talent harder, but it was also a full-time job. It is possible for some companies to have dedicated recruiters while others do not have the capacity or funds to make that a possibility. Firms also noted that previously they would use staffing agencies to help generate a pipeline. However, the staffing agencies are also struggling with finding candidates.

Lack of Applicants and Follow Through

In all three roundtables, the participants expressed the limited number of applicants for job postings. Participants noted that applicant pools are much smaller than they have been in the past. Employers are experiencing significantly fewer applicants for jobs while noting that the number of job openings have increased.

Given the low number of job applicants, employers are now actively trying to find candidates. One participant noted that she “can’t wait and expect applicants, she has to be proactive and search for candidates.” The roundtable participants shared they are reviewing old applications and resumes and reaching out to individuals to see if they are interested and could be a fit for a current opening.

Employers in the roundtables frequently cited challenges with potential employees following through during the application and interview processes. Employers commonly experience applicants not responding to requests for interviews, completing steps in the application process such as background checks or drug tests, or even following up on job offers.

Qualified Talent and the Talent Pipeline

Roundtable participants shared even when they had job applicants, the applicants were less qualified than job applicants had been in the past. Participants shared they struggled to recruit all positions but really struggled with advanced skill level jobs. In some instances, roundtable participants indicated they have been successful in hiring entry level workers and interns and then providing training or apprenticeship programs to upskill the workers to fill some of the positions that have been harder to fill.

Recruiting Recommendations and Best Practices

Flexibility and Accessibility

The Harvard Business Review shared an article entitled [Attracting Talent During a Worker Shortage](#); in it they share insights on the need for accessibility and flexibility. “For hourly workers and lower-salaried positions, accessibility is one of the biggest – and often underestimated – drivers of effective recruiting. Research has shown that minor geographic differences in available talent and open jobs, even in the same city, can lead to higher unemployment.”⁷ Some suggestions noted were to “look at ways of improving accessibility and other ways of reducing commuting time. Structuring your 40-hour workweek as four shifts of ten hours each, instead of a regular five-day workweek, will reduce the time your workers spend commuting by 20 percent. Moving a shift’s starting time away from rush hour widens the set of home residences that can reach your establishment in a given driving time.”

Maximizing Existing Talent

Employers can further maximize existing talent pools by promoting a skills-based hiring approach with employers and focusing on the recruitment of candidates from diverse talent pools.

The disconnect between jobseeker qualifications and employer requirements is often experienced across industries, employer size, and geography. This result is a familiar story of jobseekers going unemployed or underemployed, while employers report that they are unable to find the requisite talent for their open positions.⁸ While the talent divide is a multi-faceted challenge, skills-based sourcing, hiring, and development provides a comprehensive and objective way to identify qualified candidates and maximize a region’s existing talent pool. Research shows that the use of skills-based hiring practices has positive outcomes for employers, jobseekers, and the workforce system.

As noted by some of the roundtable participants, there is an opportunity to maximize existing talent by developing employees through internships and apprenticeship programs. Employers are able to build and develop existing employees to fill company needs.

Employers

Through better job matching, employers see a larger, more diverse talent pool that is objectively assessed as qualified for their openings. In addition to providing a more robust talent pool, it can provide cost savings through decreased time-to-fill open positions, reduced turn-over, and decreased time to full productivity.

Jobseekers

In a skills-based approach, jobseekers have increased access to opportunities because they have an objective way to quantify their skills and abilities for employers. With the continually increasing costs of education and the general stagnation of wages, this allows jobseekers to be intentional about their educational investments, rather than spending time and money on degrees they may not need.

⁷ <https://hbr.org/2021/06/attracting-talent-during-a-worker-shortage>

⁸ https://www.knack.it/docs/MGI_Online_talent_A_labor_market_that_works_Full_report_June_2015.pdf

Workforce & Education System

A workforce system aligned with skills-based hiring could better allocate resources to strengthen efficiencies between career-readiness providers, secondary and adult education, the public workforce system, and industry groups. This type of demand driven alignment can ensure that employers are effectively signaling the required skills for a job, education and training providers are able to prepare workers, and workers are empowered to communicate their proficiency in the required skills.⁹

A couple of the roundtable participants mentioned they are starting to explore connections to the education system. The employers realize that the education system could help produce a pipeline of workers. Specific ideas shared by the participants included meeting with the local vocational/career & technical education schools to learn more about the manufacturing, welding, construction, and public and health services training they are providing. The employers thought they may be able to recruit graduates for entry level positions and then provide additional on the job training as needed. One of the participants highlighted the success they are having through an internship program with a local college. Originally the program was only available for specific majors, but they have since opened it up to all majors and have successfully hired interns that complete the program.

Diverse & Non-Traditional Talent

To maximize its existing talent pool, regional partners should develop concerted strategies to recruit and hire racially diverse workers and individuals from non-traditional talent pools who are not currently connected to work or who have faced systemic barriers to quality employment in the past.

Open Skills Network defines skills-based hiring as “hiring focused on a candidate’s verified skills rather than other subjective criteria. Skills-based hiring can help employers access talent that is generally overlooked by traditional hiring methods, such as people of color, women, people with disabilities, people with criminal records, people who have paused their careers to care for family members, and people who lack a four-year degree.”¹⁰ By its very definition, skills-based hiring can begin to expand and diversify the local pool of available talent, but it must be done in parallel with other strategies that position a diverse talent pool as a win-win for both business and workers.

The roundtable participants are beginning to explore diverse and non-traditional talent. For example, one participant noted their success in hiring people with disabilities. The employer worked with an organization to review and update job functions and job descriptions and has filled the openings with individuals with disabilities. The work has been successful in attracting and retaining individuals. Another employer discussed changing internal policies in hiring individuals with criminal backgrounds. The employer has been less restrictive and has been able to successfully hire an individual.

⁹ https://hopestreetgroup.org/wp-content/uploads/2018/05/HSG18-008_SOS_Program-Summary_FIN_Online.pdf

¹⁰ <https://www.openskillsnetwork.org/faq>

Attracting Hidden Workers

Another key to accessibility mentioned above is attracting Hidden Workers. The Harvard Business School published a report [Hidden Workers: Untapped Talent](#) that describes how leaders can improve hiring practices to uncover missed talent pools, close skills gaps, and improve diversity. In this report the authors have coined the term ‘hidden workers,’ “an enormous and growing group of people are unemployed or underemployed, eager to get a job or increase their working hours. However, they remain effectively ‘hidden’ from most businesses that would benefit from hiring them by the very processes those companies use to find talent.”¹¹ The term was chosen to reflect “the effects that companies’ policies, practices, and deployment of technology have on their capacity to identify and access various pools of talent.” Similarly, individuals in the roundtables mentioned working with organizations, such as a local Autism advocacy group, to better refine their hiring processes and recruit individuals with disabilities.

Strategies mentioned in the report fall into two categories: reforming the approach to talent acquisition and developing a customized approach to hiring hidden workers. Below is the summary of the strategies listed from the report. While these strategies are intended to target hidden workers, they can be applied more broadly as recruiting best practices and strategies to try.

Reforming the Approach to Talent Acquisition

Refresh job descriptions

Much like skills-based hiring, refreshing job descriptions can help employers access hidden workers. Instead of simply adding new skills and experience preferences to existing job descriptions, it is recommended job descriptions are re-evaluated and started from scratch.

Shift from “negative” to “affirmative” filters in an applicant tracking system (ATS) or recruitment management system (RMS)

The report explains why affirmative filters help recruitment efforts stating “an ATS/RMS largely relies on ‘negative’ logic to winnow the applicant pool. Workers are excluded from consideration due to variables such as the lack of a college degree or a gap in their employment history. While employers may infer that applicants who have those attributes are undeserving of consideration, applying an ‘affirmative’ logic would seem a more logical approach for seeking talent. Configuring systems to identify applicants with the specific skills and experiences associated with fulfilling the core requirements of the role would promise to be more efficient and inclusive.”

Establish new metrics for evaluating talent acquisition

The report suggests evaluation of talent acquisition should emphasize human asset maximization instead of expense minimization stating, “recruiters and the talent acquisition processes ought to be evaluated on metrics such as the time it takes for a new employee to achieve expected levels of productivity, attrition rates, and rates of advancement.”

¹¹<https://www.hbs.edu/managing-the-future-of-work/Documents/research/hiddenworkers09032021.pdf>

Developing a Customized Approach to Hiring Hidden Workers

Shift the justification for hiring hidden workers from corporate social responsibility (CSR) to ROI

In the reasoning behind this recommendation the report states “a company that relegates a group of workers to a special recruiting status is not only acknowledging that its routine recruiting processes are failing to access that population, but also that the ordinary metrics by which candidates are being assessed are being waived. That undermines the legitimacy of the hidden workers’ employment in the eyes of colleagues and could undermine the ability and confidence of those workers to perform to their full potential. It also ignores the experience of the many employers that have found employing hidden workers to be a means of alleviating skills shortages.”

Target segment(s) of hidden workers best suited to the work of your organization

“By focusing on specific sub-populations of hidden workers, companies can customize investment in training and accommodations to maximize the rate at which newly hired hidden workers become productive. It also allows recruiters, human resources professionals, supervisors, and co-workers to become familiar with these workers’ needs.”

Adopt a customer-experience mindset in designing recruitment and onboarding processes

Most hidden workers surveyed for the report found the application process difficult. “To remediate this problem, companies can apply a user experience (UX) lens to redesign the application process to ensure that the skills and credentials requirements are accessible at the beginning of the process and that the timetable and criteria for decision making is clear. Companies should also broaden their selection of skills providers to include those that hidden workers frequent.”

Lay the groundwork with the workforce

This highlights the importance of companies ensuring “that the incumbent workforce understands the underlying business case. They should also help employees— and in particular, immediate managers and colleagues—better understand the circumstances faced by former hidden workers.”

Enlist a senior leader to champion, direct, and monitor the evolution of hiring and onboarding practices

“Making hidden workers integral to a company’s talent management strategy by reforming the relevant human resource policies will require ongoing sponsorship and oversight,” the report states. Having a senior leader who is responsible for directing and monitoring the hiring and onboarding process for hidden workers is vital in ensuring the efforts are maintained and are successful.

RETENTION

In the discussion around retention, employers found that retention was an area of success. If they could get employees hired and to stay for six months, the employees were likely to continue. There were several strategies discussed on what made retention successful for local employers.

Going Beyond Expected Benefits

In discussing benefits, roundtable participants shared that benefits, like health insurance and paid time off, are the standard and expected by employees. The participants mentioned employers need to look beyond these benefits to recruit and retain employees. Employers noted they have lost employees due to benefits. It is important to note that while going beyond the traditional benefits was touted as a best practice it was also emphasized that employers must have and maintain these standard benefits along with additional benefits if they want to be competitive.

Employers noted that the cost of health care benefits is continuing to increase. The employers are trying to absorb those costs as much as possible and minimize the impact on employees. Strategies being used include encouraging the use of HSA.

Some additional benefits may include focusing on mental health, flexibility with work schedules and work locations, profit sharing, and quality of life and low cost of living in the region.

Supporting Flexibility

Flexibility was identified as important during the recruitment process, and it is equally important with regard to retention. Especially in the past year, employers have seen the need to be flexible with work schedules. Roundtable participants identified strategies they are using to support employee needs for flexibility. Examples provided included flexible schedules to allow staff time to care for others such as children, work from home if the position allows, less restrictive attendance policies, and four-day work weeks. One of the participants noted that flexibility means different things for different people and so they try to ask people what they want and will work to accommodate requests. The participating employers realized that many individuals are seeking more work-life balance.

Creating a Good Workplace Culture and Recognizing Employees

Several roundtable participants identified the importance of workplace culture and employee recognition and appreciation. Many of the employers felt that once employees have been retained at least six months, then they are more likely to stay. Similarly, it is rarer for employees that have been with the companies for five years to leave. It is mostly newer employees that are leaving, and they are often leaving for higher wages.

The roundtable participants shared different things they are doing to help staff feel appreciated. Examples from the roundtables included celebrate employees with staff lunches, hot breakfasts, snacks, and special events. One employer noted that they have monthly appreciation activities, for example, October focused on mental wellness, with the employer hosting special activities and events for “mental health Mondays” throughout October.

Many of the roundtable participants represented small businesses, with some being family businesses, and highlighted that culture was a way they could stand apart from larger businesses. They may not be able to compete with wages at other businesses, but they can compete with culture, reputation, and flexibility. They are focused on retaining employees by focusing on culture.

Developing and Upskilling Talent

A few of the roundtable participants discussed their efforts to develop and upskill existing talent. For example, one of the employers began an internal apprenticeship program after having difficulty finding skilled employees. They now have an 18-month apprenticeship program and have experienced great success in upskilling, retaining, and promoting the apprenticeship completers.

Retention Recommendations and Best Practices

Many employers in the roundtables discussed similar strategies for retaining employees. Below are retention strategies based on insights from roundtable participants and secondary sources.

1. Build A Culture of Solidarity
2. Let Employees Co-Create Your Workplace Experience
3. Coach Managers on How to Genuinely Care for Others
4. Have Career Growth Opportunities within the Organization
5. Promote a Healthy Work-Life Balance
6. Think of Your Onboarding Process as a Retention Tool
7. Gather and Use Employee Feedback

Below is more information on the strategies and links to further resources.

Harvard Business Review: To Retain Employees, Give Them a Sense of Purpose and Community

Our first three recommended strategies come from the Harvard Business Review article and have been synthesized and reformatted. In the article, “the author spoke with six human resource executives from companies reporting that their organizations are not experiencing higher-than-normal attrition. Among the many insightful perspectives shared, three practices appeared to be universal across these companies. First, build a culture of solidarity. Then, let employees co-create the workplace experience. Finally, coach your managers on how to genuinely care for others. The author offers several ways to put those practices into action.”

Link: <https://hbr.org/2021/10/to-retain-employees-give-them-a-sense-of-purpose-and-community>

Build A Culture of Solidarity

The Harvard Business Review cites building a culture of solidarity as the first step in retaining employees by giving them a sense of purpose and community. Several roundtable participants emphasized the importance of culture in their organizations. The employers felt that culture was the reason they were able to retain workers and differentiate their company from other businesses. Three ways to build a culture of solidarity listed in the article are:

Make personal aspiration a routine part of manager conversations

“Create simple approaches that teach managers how to shape meaningful conversations, asking how their people are progressing with their professional or personal aspirations.”

Roundtable participants discussed having conversations with employees about what they want and what is important to them as well as discussing career paths and opportunities.

Spotlight lived purpose in action

“Employees’ connection to your organization’s purpose is as unique as the employee themselves. Acknowledging when someone personally embodies your organizational purpose provides wonderful reinforcement and reminds others to be intentional about doing the same.” In all three roundtables, participants shared the importance of employee recognition and appreciation as part of their retention efforts.

Double down on social connection for remote workers

“Fostering belonging requires creative efforts to help people feel connected without adding to ‘zoom fatigue.’”

Let Employees Co-Create Your Workplace Experience

The article suggests employers can achieve this by having flexible policies clearly tied to the business, enhancing solidarity through ownership of policy, designing development into everyday experience.

Have flexible policies clearly tied to the business

The article states, “It’s critical that any policy you put in place has a direct tie to the customers you serve. If your work from home policy offers minimal or no flexibility and your justification for requiring everyone to be back in the office is something vague like, ‘It’s better for our culture if people are physically together,’ expect people to resent — and likely resist — it. If you want to minimize disappointment, tie whatever guidelines you put in place to how you serve customers and how you make or deliver products or services, and demonstrate how certain forms of collaboration are measurably enhanced by in-person work.”

Enhance solidarity through ownership of policy

“People feel greater ownership over policies they help create, which strengthens adherence across the organization. Further, when others don’t adhere, peers are more likely to graciously call it out.”

Design development into everyday experience

“Instead of making career and professional development a ‘separate’ experience, build learning and advancement right into people’s roles.” Several roundtable participants shared ways they are increasing training and staff development into their operations. With the limited candidate pool, they are focusing on developing existing staff.

Coach Managers on How to Genuinely Care for Others

“The pandemic has created a greater appreciation for our shared humanity, offering endless opportunities to care for those who are struggling. But in the workplace, it’s not always natural or comfortable for managers to express care — they may feel awkward or unclear on boundaries. But demonstrating care doesn’t have to be intrusive, and not every employee will want or need

the same degree of care.” The two ways the article suggests putting this in practice is to encourage gestures of kindness and support and to model vulnerability to make it safe for others.

Have Career Growth Opportunities within the Organization

Roundtable participants discussed the importance of upskilling current employees and promoting within. Ensuring employers have ways for people advance in their jobs and opportunities for professional and personal growth will allow employees to stay at an organization rather than leaving to find opportunities to advance their careers. It is important to not only establish growth opportunities but also to communicate effectively to employees what the career paths and opportunities for growth are. Creating mentorship opportunities, especially for new hires is a way to support your employees and show you care about their personal and professional development.

Promote a Healthy Work-Life Balance

One roundtable discussion highlighted millennials care less about the money; the idea that younger generations of workers – both Gen X and Millennials – value a work-life balance over increased pay, can be a cultural pivot for businesses. Promoting a healthy work-life balance for employees and better understanding what younger generations of workers are looking for in a workplace can help with retainment. During each of the roundtables, participants discussed employees’ desires for work-life balance and the importance of understanding what is important for each employee, considering that different generations may have different preferences. Additional insights on the differences and wants of the different generations can be found in Gallup’s [4 Things Gen Z and Millennials Expect From Their Workplace](#).

Think of Your Onboarding Process as a Retention Tool

One roundtable participant shared that after a new employee’s first week, that employee meets with leadership so they can hear how onboarding has gone and to connect with the employee, showing they care about them. Many roundtable participants discussed that once an employee was integrated into the job and the culture their retention rates were good, but recruiting individuals and getting them started was a struggle. Having a well-developed onboarding process where employees are well trained, feel supported, and can connect to the culture of the organization can serve as retention strategy, especially in trying to get employees to make it past the 6month mark.

Gather and Use Employee Feedback

The final strategy to help retain employees is to gather employee feedback and to use it for continuous improvement. This could be in the form of being responsive to what recommendations individuals provide in their exit interviews or seeking feedback regularly from staff. It is important that employees understand how their feedback will be used and see employers taking action. Collecting feedback but not using it can be detrimental, that is not to say you must act upon every piece of feedback, having a plan for how feedback will be incorporated and a process for determining which feedback will be acted upon is important.

CONSIDERATIONS FOR WORKFORCE BOARDS

When discussing the needs of employers for a workforce, there are opportunities for the local workforce boards to provide guidance and support local efforts. Three key themes for local workforce boards to consider are: Connection, Education, and Access to Resources. Below are considerations for the workforce boards that align with these three themes. These recommendations are based on best practice research as well as input from the roundtables.

Recommendation #1: The Workforce Development Boards could help provide opportunities for networking and connection between employers, education institutions, and community-based organizations.

Consistent and clear communication between education institutions, training providers, employers, and the local workforce boards could help all stakeholders better meet their needs. It is essential that education and training institutions, at all levels, understand the current and projected workforce needs of employers. Education partners such as high schools, career and technical/vocational training programs, community colleges, four-year institutions, and other training entities produce the talent pipeline and therefore need to know the knowledge, skills, and abilities required for current and future workers. Based on employer needs, education and training providers ensure they are equipping students with the skills needed for the workforce. With increased collaboration the talent supply can meet talent demand.

The local workforce boards can play a key role in connecting the institutions through organized networking and events to help employers and education institutions develop stronger partnerships. Additional community-based organizations (CBOs) could be brought in to reach additional populations not enrolled in education or to provide additional services and supports. The local workforce boards could help facilitate communication and advance connection by developing consistent and well-advertised networking opportunities between employers, education and training providers, and CBOs. These networking opportunities should have clear agendas and allow for discussions around understanding job openings, career pathways, curriculums, work-based learning, and training programs, etc. The conversations would help the providers and institutions increase their awareness and understanding of the industries. They could then become promoters and communicate the opportunities available to graduates.

Recommendation #2: The Workforce Development Boards could provide and/or organize trainings, additional education, and resources for local employers to better support the hiring, retaining, and advancement of individuals.

The local workforce boards and their staff could provide some of the trainings as well as partner with other local entities such as Chambers of Commerce. Local employers and human resources staff could participate in the trainings based on their interests and needs. Based on employer feedback from the roundtables the following trainings and education opportunities could benefit employers in the region.

- Navigating the Workforce Development System
- Modernizing Recruitment Strategies
- Streamlining Hiring Processes

- Implementing Flexible Work Schedules
- Revising job descriptions to be competency-based and interview practices
- Engaging and supporting broader populations (individuals with disabilities, under-employed individuals, individuals with backgrounds, refugees, etc.)
- Communicating Advantages
- Developing Work-Based Learning Programs (internships, apprenticeships, on-the-job training, etc.)

Recommendation #3: The Local Workforce Development Boards could continue to support local businesses with retention efforts through supporting a Business Resource Network. The intent behind the Business Resource Network (BRN) model is to increase job retention and job productivity among employees by helping to address personal needs and challenges. A group of local companies' pool resources to engage a Success Coach who works on-site at each of the businesses and meets with employees that have personal needs that are making it difficult for them to retain their employment. Examples may include challenges with childcare, transportation, housing, etc. By providing support and connecting employees to resources, the services help to reduce turnover and create stability. Information about the Business Resource Model in Michigan, that is operated by local workforce boards, can be found at: <https://www.mitalent.org/business-resource-network>.

Recommendation #4: The Local Workforce Development Boards could convene a group of industry leaders to discuss sector partnerships. Across the country, employers along with partners are coming together to implement sector partnerships. Employers within one industry come together to work together to influence alignment around common solutions with education and training, workforce development, economic development, and community organizations. Examples can be found in Colorado, California, Iowa, Oklahoma, Maine, and beyond. Following are links to additional resources and examples of sector partnerships can be found at:

- National Skills Coalition: [Sector Partnership Policy Toolkit Summary](#)
- [Next Generation Sector Partnerships](#)
- The Ohio Manufacturers' Association: [Tools for Sector Partnerships](#)
- Colorado Workforce Development Council: [Sector Partnerships](#)

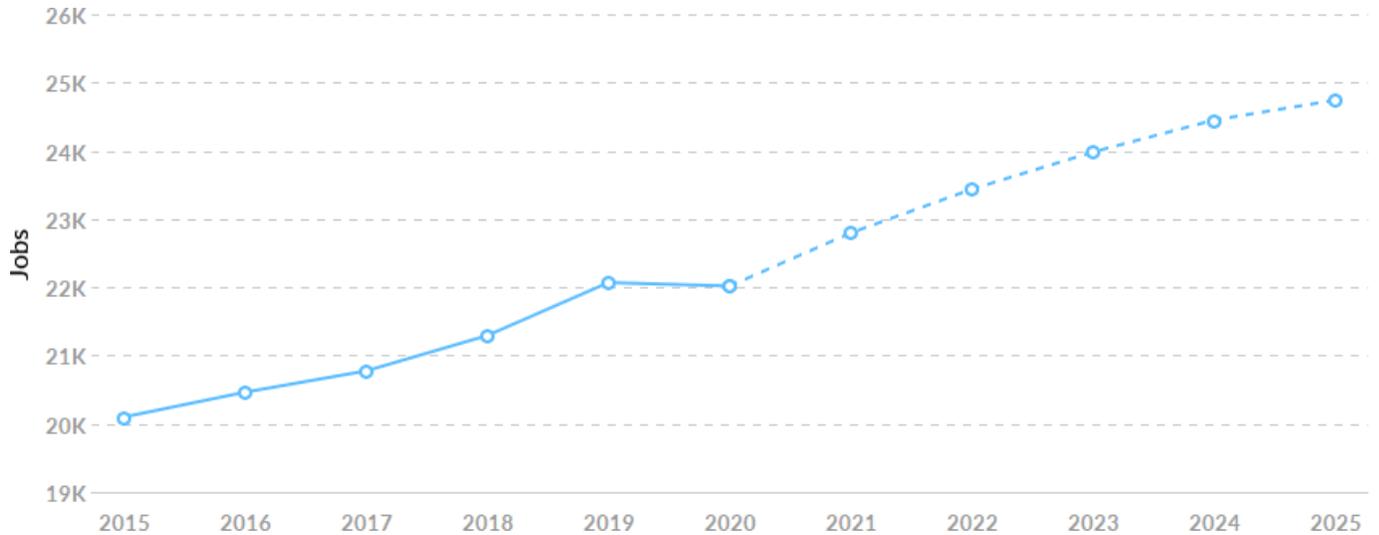
GRUNDY COUNTY OVERVIEW

County Insights from Emsi Burning Glass

In addition to the survey data, this profile also contains data from Emsi Burning Glass to help supplement the survey findings. According to Emsi Burning Glass Economy Overview report for Grundy County “as of 2020 the region's population increased by 1.3% since 2015, growing by 635. Population is expected to increase by 1.8% between 2020 and 2025, adding 942.”

“From 2015 to 2020, jobs increased by 9.5% in Grundy County, IL from 20,099 to 22,018. This change outpaced the national growth rate of 0.0% by 9.5%.”

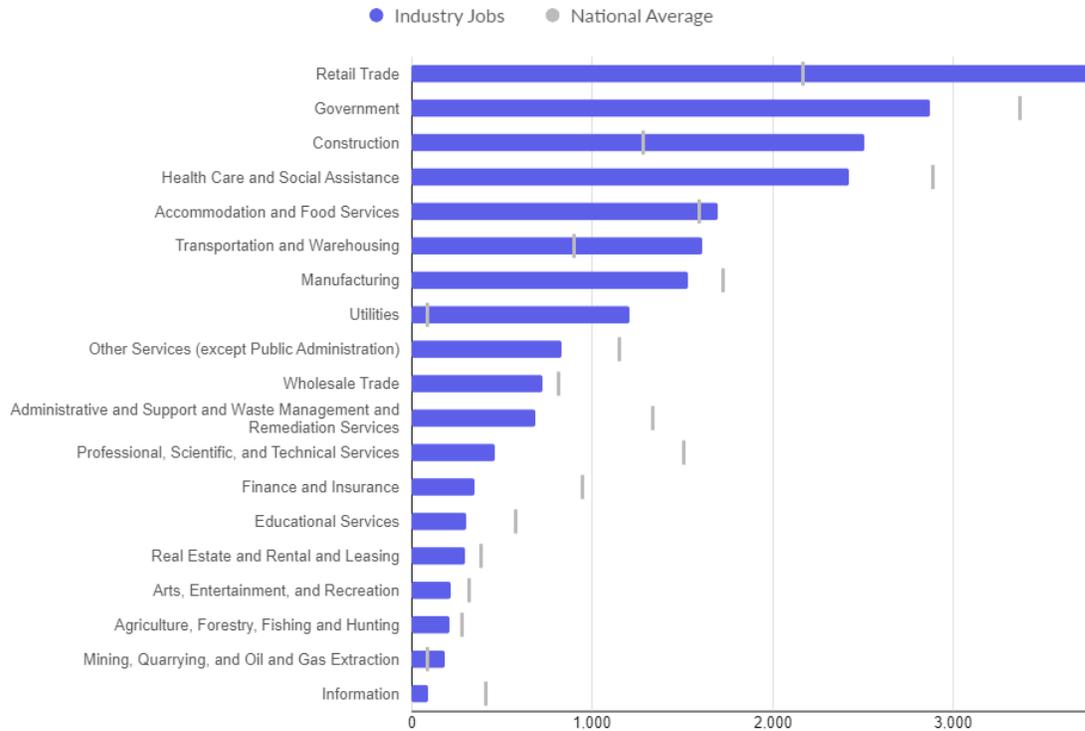
<h3>50,993</h3> <p>Population (2020)</p> <p>Population grew by 635 over the last 5 years and is projected to grow by 942 over the next 5 years.</p>	<h3>22,018</h3> <p>Total Regional Employment</p> <p>Jobs grew by 1,919 over the last 5 years and are projected to grow by 2,723 over the next 5 years.</p>	<h3>\$77.4K</h3> <p>Median Household Income (2019)</p> <p>Median household income is \$14.5K above the national median household income of \$62.8K.</p>
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Source: Emsi Burning Glass 2021

As shown, the largest industries in Grundy County include Retail Trade, Government, Construction, and Health Care and Social Assistance. The chart below uses Emsi Burning Glass data to compare Grundy County's industry jobs compared to the national average

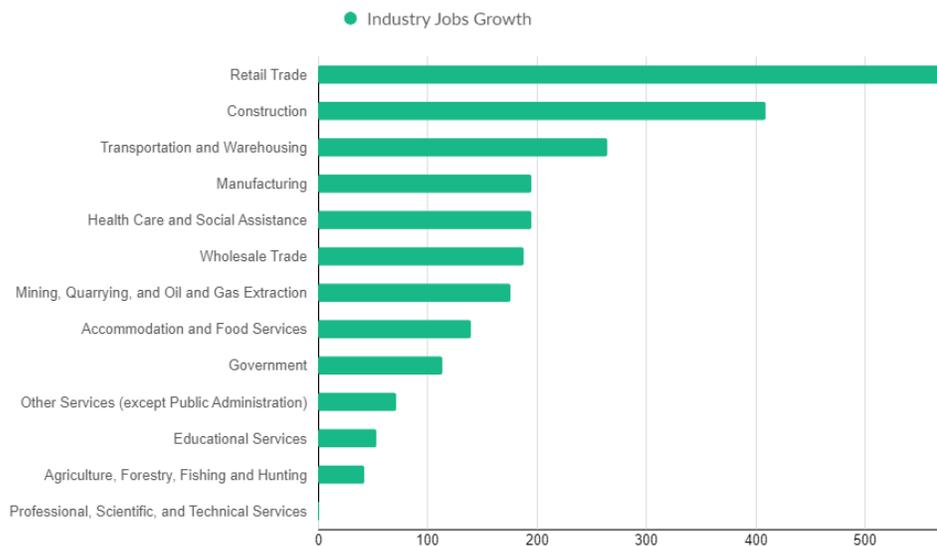
Largest Industries



Source: Emsi Burning Glass 2021

As shown in the chart below the Top Growing Industries for Grundy County are Retail Trade, Construction, and Transportation and Warehousing.

Top Growing Industries



Source: Emsi Burning Glass 2021

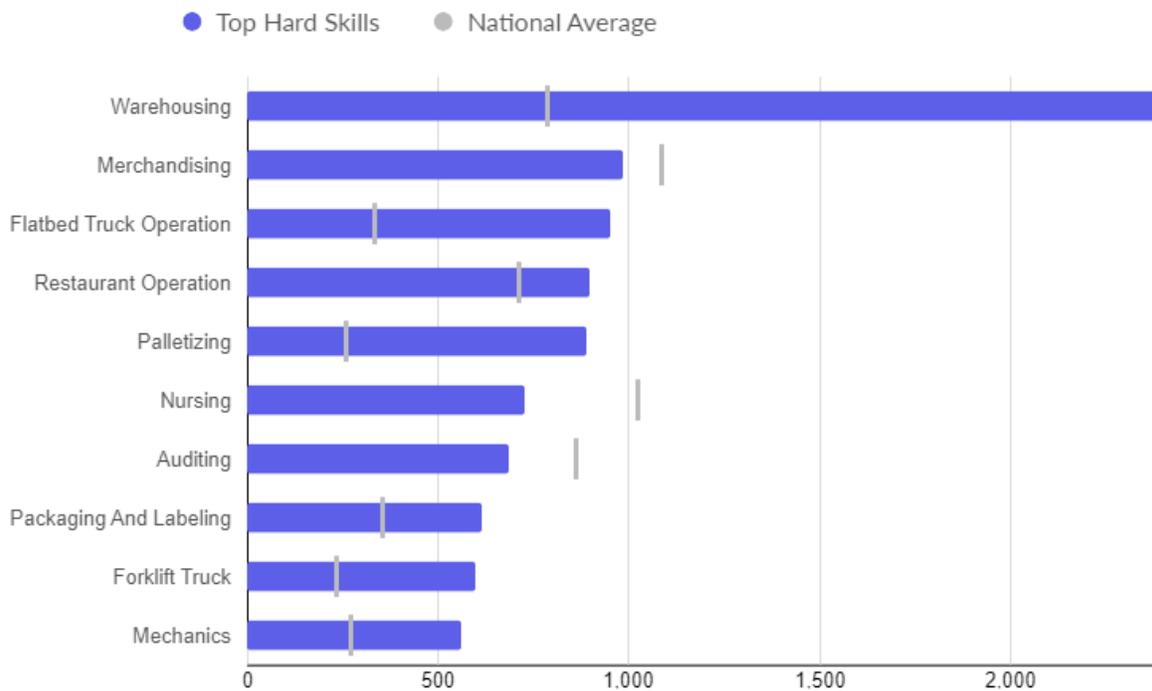
As the number of jobs increased, the labor force participation rate decreased from 66.8% to 59.8% between 2015 and 2020.

Labor Force Participation Rate Trends



Source: Emsi Burning Glass 2021

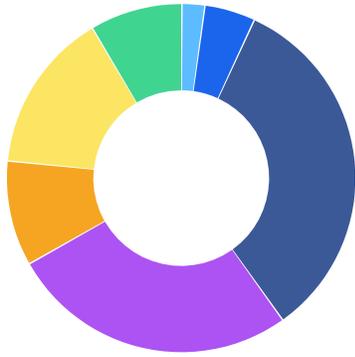
For Grundy County the Top Hard Skills listed in job postings were warehousing, merchandising, flatbed truck operation, restaurant operation, and palletizing.



Source: Emsi Burning Glass 2021

COMPREHENSIVE WAGE AND BENEFIT STUDY
SUBMITTED BY THOMAS P. MILLER & ASSOCIATES, LLC

Concerning educational attainment, 14.9% of Grundy County, IL residents possess a Bachelor's Degree (5.1% below the national average), and 9.8% hold an Associate's Degree (1.2% above the national average).



	% of Population	Population
● Less Than 9th Grade	2.1%	726
● 9th Grade to 12th Grade	4.7%	1,614
● High School Diploma	33.2%	11,394
● Some College	26.7%	9,154
● Associate's Degree	9.8%	3,349
● Bachelor's Degree	14.9%	5,116
● Graduate Degree and Higher	8.6%	2,940

Source: Emsi Burning Glass 2021

Summary of Demographics

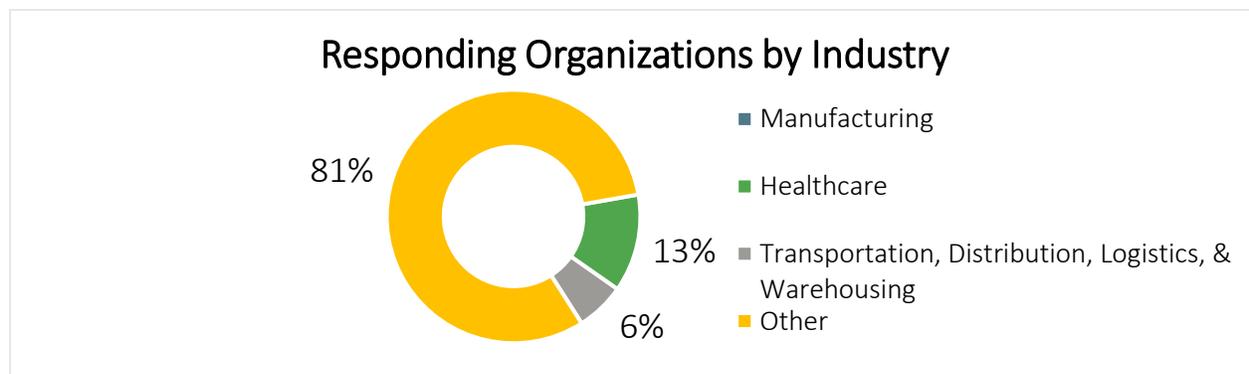
Organizations by County

Of the 88 unique survey completers¹, respondents selected which county/ies their company resides. The geographic scope of this section of the analysis is focused solely on employers in Grundy County, or employers who selecting having at least one location in Grundy County. 16 of the 88 respondents (18%), selected their company is located or has at least one location within the Grundy County. 11 of the 16 employers selected having locations within multiple counties, while the remaining 5 companies solely had one location in Grundy County. For the purpose of this analysis, all employers who selected Grundy County are included, regardless of how many other locations they may have. With that in mind, Grundy County recorded the third highest company representation out of any of the four counties in the survey.

Organizations by Industry

The “Other” Industry selection was the most represented for Grundy County, with 13 respondents. Several industries written in included: Contractors, Non-Profit, Construction, Government/Municipality, Financial Services/Banking, and others.¹² Healthcare and the Transportation, Distribution, Logistics, and Warehousing industries comprised of a total three respondents, while Manufacturing had zero.

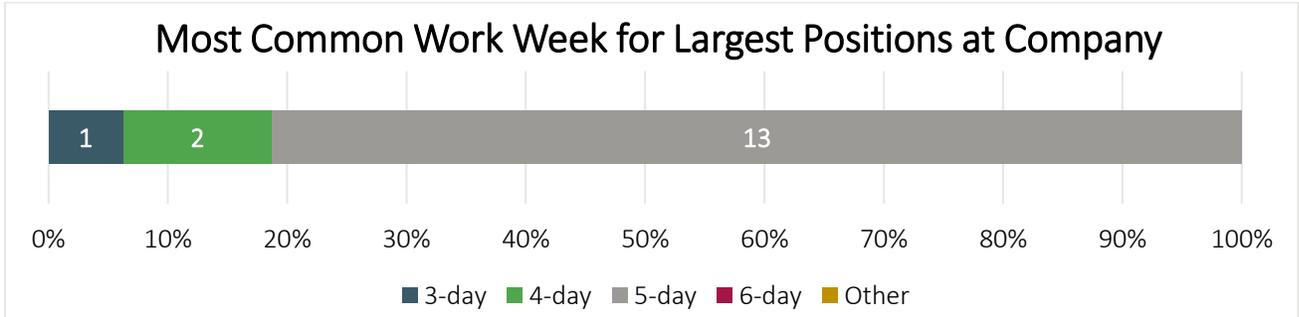
Industry	Respondents
Manufacturing	0
Healthcare	2
Transportation, Distribution, Logistics, & Warehousing	1
Other	13
Total	16



¹² A complete list of all write in “Other” Industries can be found in the “Other Write-In” Position Section.

Work Week

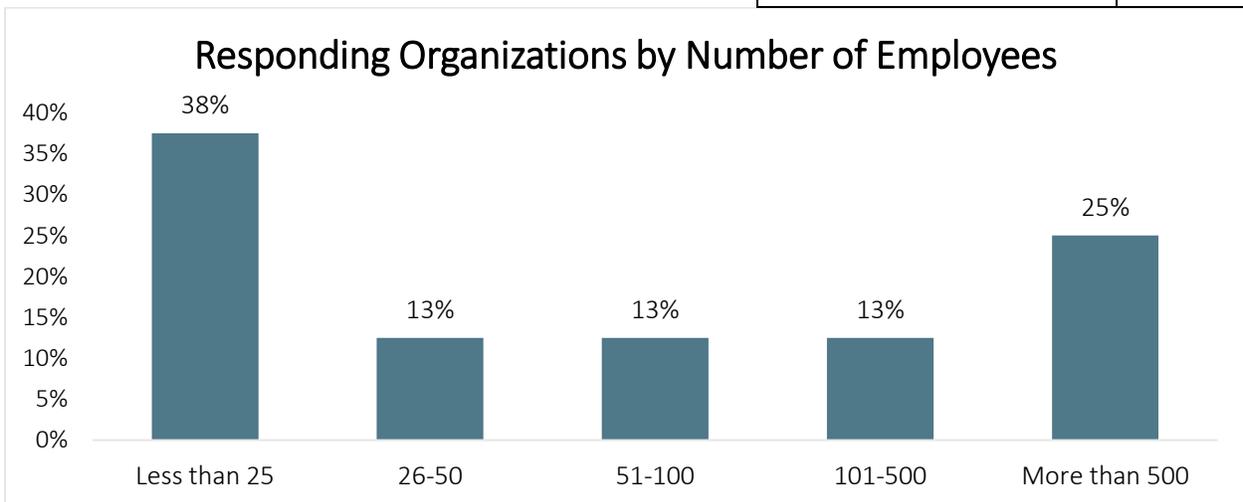
Of the 16 respondents, the majority of companies selected a 5-day work week for those positions that comprised the largest percentage of their company. 4-day had the second highest number of selections followed by 3-day. No respondents selected 6-day or Other.



Company Size

The company size with the most responding organizations for Grundy County was “less than 25 employees,” with 6 respondents (38%). “More than 500” employees was the second highest selected option with 4 companies (25%) indicating their company falls in this range. Finally, the “26-50”, “51-100”, and “101-500” employee range all had 2 respondent selections.

Number of Employees	Respondents
Less than 25	6
26-50	2
51-100	2
101-500	2
More than 500	4
Total	16



The chart below highlights the distribution of responding organizations by number of employees within each selected industry. As seen, the small sample size of respondents for Grundy County impacted its overall representation by industry. The largest representation comes from the “Other” industry, with “Less than 25” employees.

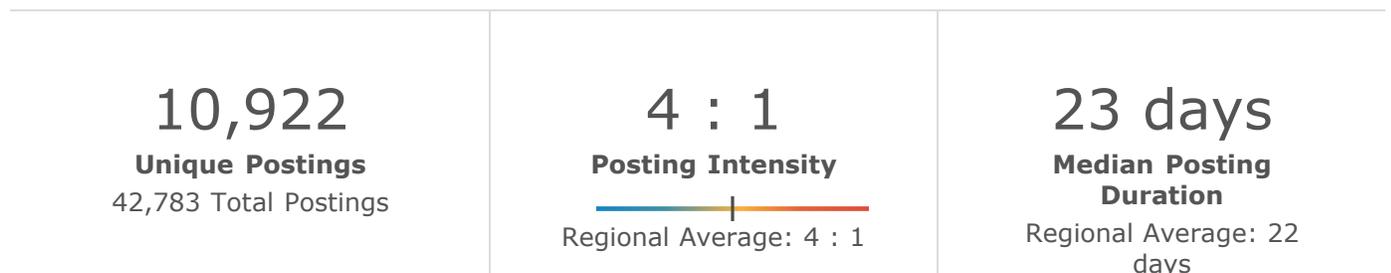
Number of Employees	Manufacturing	Healthcare	Transportation, Distribution, Logistics, & Warehousing	Other	Total
Less than 25	0	0	0	6	6
26-50	0	0	0	2	2
51-100	0	0	0	2	2
101-500	0	1	0	1	2
More than 500	0	1	1	2	4

Wages and Shift Overview

Detailed below are the findings from the survey for Grundy County discussion surrounding wages and shifts. It is important to note roundtable participants shared that while they struggle with increasing their wages and knowing how much they should offer, they have to be responsive to the local market to be competitive, so if Amazon and other large employers are suddenly offering higher starting wages, they often have to increase as well. This can be difficult because companies have internal limitations on how much they can increase wages. It was noted that while understanding wage data is important, employers needed more innovative ways to recruit, retain, and upskill employees. Employers participating in the roundtables shared struggles focused on how else they recruit and retain employees in the tight labor market besides increasing wages, more information on [recruitment](#) and [retention](#) can be found in sections below.

Wages

According to Emsi Job Posting Analytics- Emsi Q4 2021 Data for the region “there were 42,783 total job postings for your selection from October 2020 to September 2021, of which 10,292 were unique. These numbers give us a Posting Intensity of 4-to-1, meaning that for every 4 postings there is 1 unique job posting. There are 2,423 advertised salary observations (24% of the 10,292 matching postings).”



Wage Increases

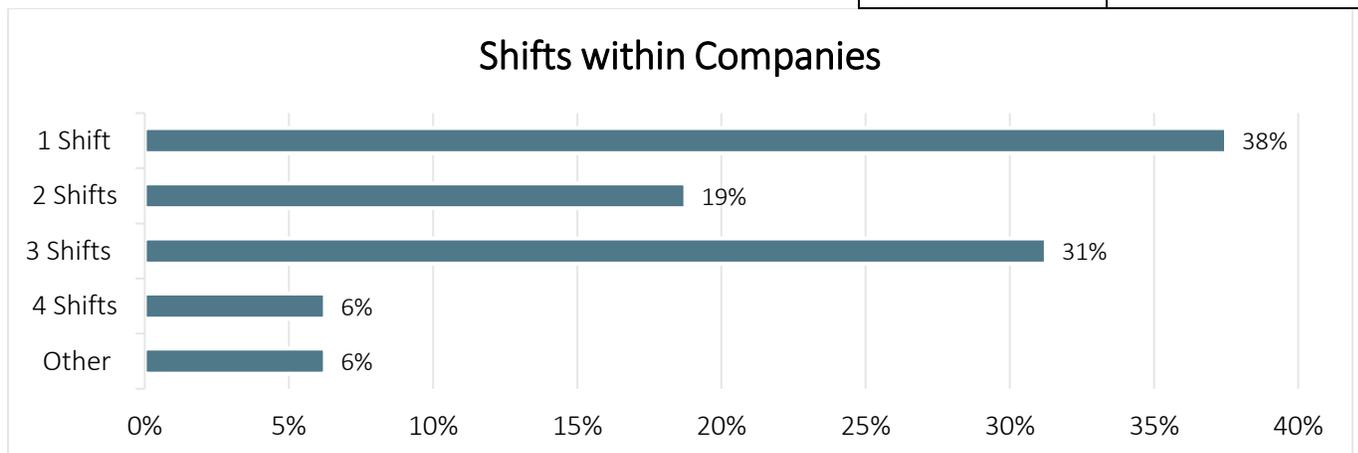
Respondents were asked on the specific time(s) they increased wages after hiring. Out of the 18 total employer responses for Grundy County, several employers selected multiple time options, indicating that there are multiple times available for wage increases. That said, 1-Year was the most common option selected with 13 selections. “Other” was the next most selected option (3) followed by 6-months (2). Common “Other” responses included: performance-based raises/raises after reviews or evaluations. 3-months and 9-months wage increases did not have any selections.



Shifts Breakdown

Respondents from Grundy County selected “1 Shift” as the most common answer to how many shifts were within their company, as 6 companies chose this selection. “3 Shifts” was the next highest selected option, with “2 Shifts” following behind. The “Other” shift option had 1 selection, with one respondent indicating their company varying start times depending on program type. Specific times for working shifts varied considerably, as entries from respondents listed anywhere from 1 – 10+ shift times. That said, 8:00AM – 5:00PM was the most common shift time, with many other entries following 8-hour schedules staggered throughout the entire day and night.

Number of Shifts	Respondents
1 Shift	6
2 Shifts	3
3 Shifts	5
4 Shifts	1
Other	1
Total	16



For the 9 companies that did have more than one shift in Grundy County, 33% offer shift differentials in wages. Company wage differential for each shift varied considerably, with many of the shift differences relying on time of shift and number of shifts taken in a day. Most common were \$0.50 increases for second shifts taken on, and \$1.00 - \$2.00 increases for midnight/overnights shifts.

Roundtable participants mentioned certain shifts were harder to attract talent for, while other participants discussed that, where possible, they were trying to be flexible about when shifts begin and end to better accommodate employee's schedules. This increase in flexibility was considered a need for both retaining and attracting talent.

Companies Offering Shift Differentials in Wages



BENEFITS AND BONUSES

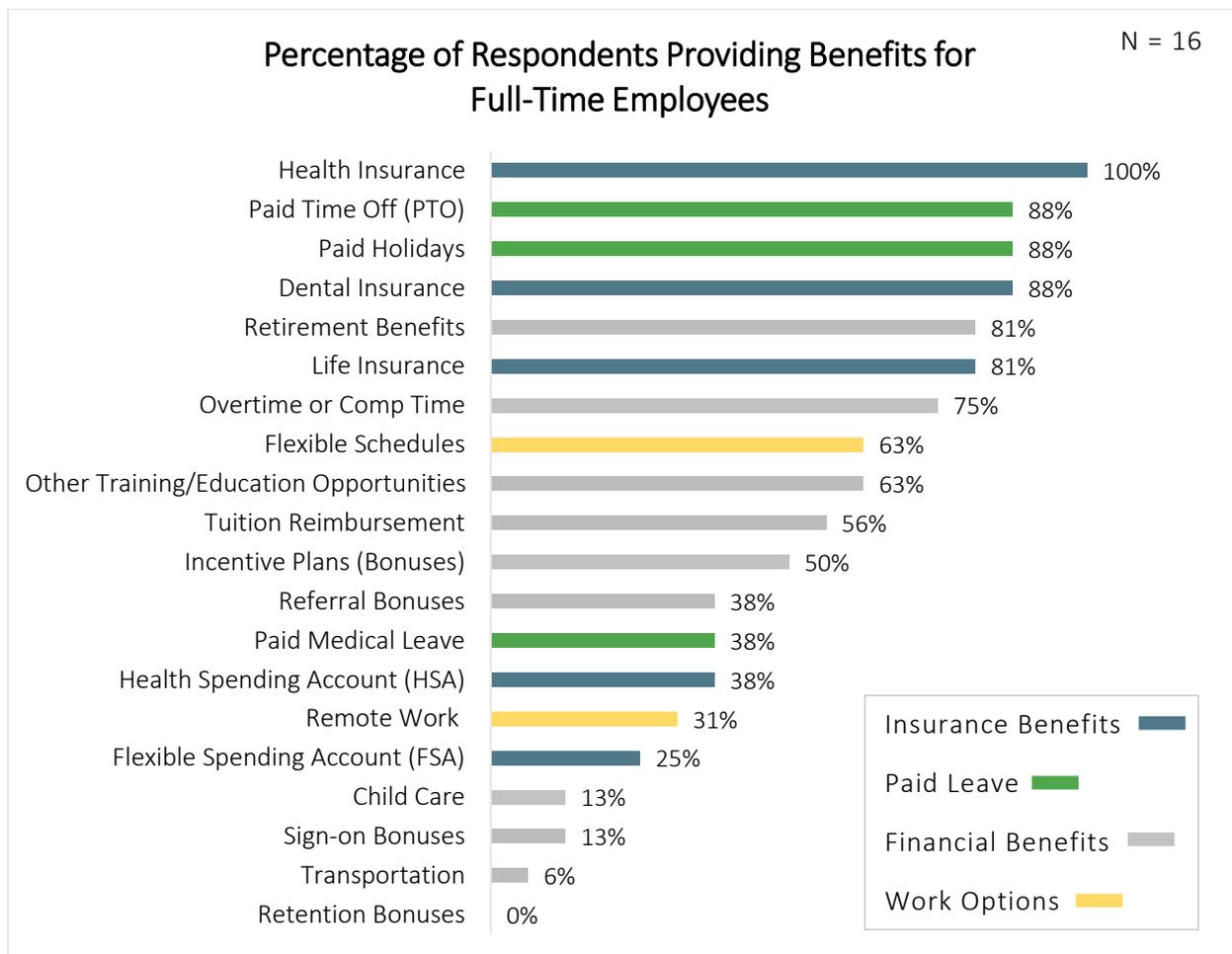
Benefit Analysis – Full-time Employees

Detailed below are the findings from the survey and from the roundtable discussion surrounding benefits.

Benefits questions within this survey can be grouped into four general categories. These categories include:

- Insurance and health benefits – health insurance, life insurance, vision care, disability insurance, etc.
- Paid leave – paid vacation, holiday, and sick leave.
- Financial benefits – profit sharing, contributions to retirement plan, bonus, etc.
- Work options – flexible schedules and remote work

The chart below shows the percent of respondents who indicated they provided these benefits.



Insurance and Health Benefits: Details

Of survey respondents for Grundy County, the majority provided some sort of insurance benefit. Health insurance was the most provided insurance with all respondents providing it. Flexible Spending Accounts (FSAs) were the least provided benefit with 4 employers (25%) selecting this option. Health Spending Accounts (HSAs) were more frequently a benefit and selected by 38% of responders. Dental Insurance was the second most provided insurance with 88% of respondents providing it.

Insurance Benefits for Full-Time Employees		
Benefits	Frequency	Percent
Health Insurance	16	100%
Dental Insurance	14	88%
Life Insurance	13	81%
Health Spending Account (HSA)	6	38%
Flexible Spending Account (FSA)	4	25%

Financial Benefits: Details

Overtime or comp time was provided by 81% of respondents for Grundy County while retirement benefits were provided by 75% of respondents. These were the most frequent ways survey respondents provided financial benefits. 63% of respondents had referral bonuses while 56% offered some sort of sign-on bonus. Benefits geared toward education or training are not consistently offered. Only 13% of respondents selected they offer tuition reimbursement or offer other training or education options. No employers selected offering childcare.

Financial Benefits for Full-Time Employees		
Benefits	Frequency	Percent
Overtime or Comp Time	13	81%
Retirement Benefits	12	75%
Referral Bonuses	10	63%
Sign-On Bonuses	9	56%
Tuition Reimbursement	8	50%
Incentive Plan (Bonuses)	6	38%
Other Training/Education Opportunities	2	13%
Retention Bonuses	2	13%
Transportation	1	6%
Child Care	0	0%

Paid Leave: Details

A large majority of respondents in Grundy County (88%) provided both paid holidays and paid time off (PTO). Paid medical leave is offered by 38% of respondents.

Paid Leave for Full-Time Employees		
Benefits	Frequency	Percent
Paid Holidays	14	88%
Paid Time Off (PTO)	14	88%
Paid Medical Leave	6	38%

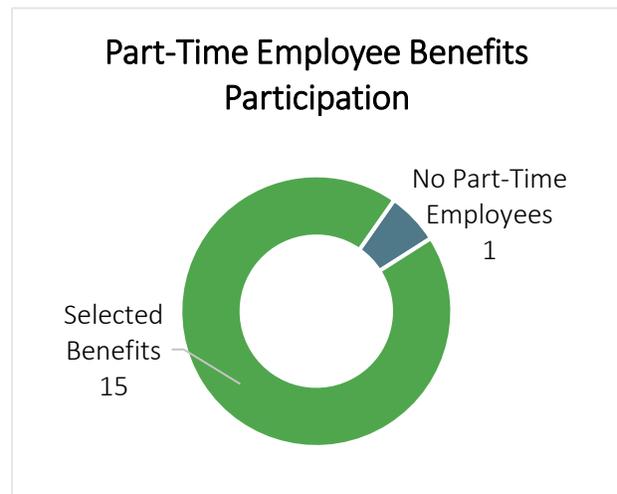
Work Options: Details

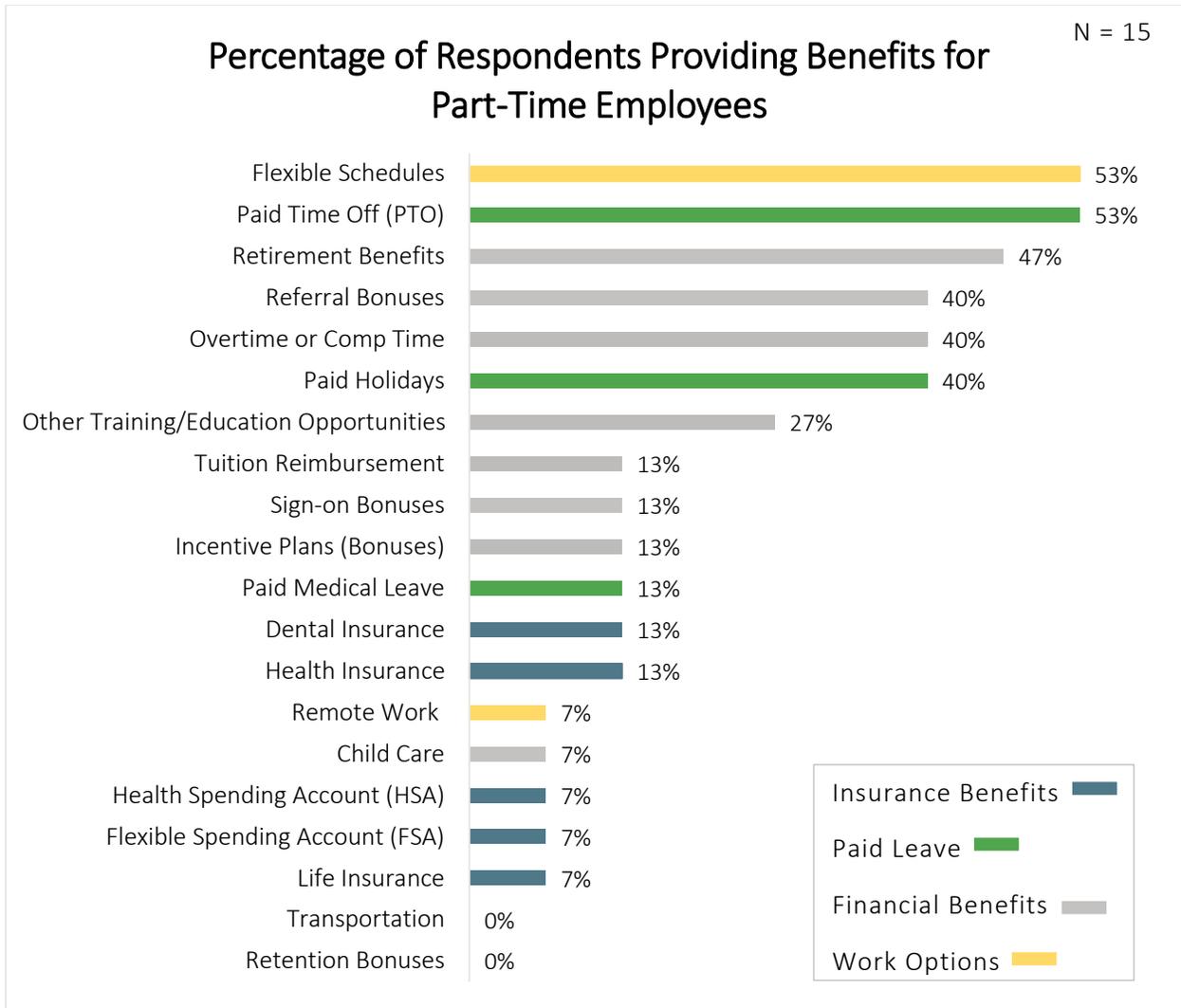
Work options like flexible schedules and remote working are becoming more common in the workplace. 10 employers (63%) offer some type of flexible scheduling, while only 5 employers (31%) offer remote work in Grundy County.

Work Options for Full-Time Employees		
Benefits	Frequency	Percent
Flexible Schedules	10	63%
Remote Work	5	31%

Benefit Analysis – Part-Time Employees

Employers were also asked to complete the same benefit information for part-time employees. 1 employer selected they did not have part-time employees while 15 employers in Grundy County provided information on what benefits they may offer.





Insurance and Health Benefits: Details

Of survey respondents in Grundy County, part-time employees receive significantly less insurance benefits than their full-time counterparts. That said, Dental and Health insurance was the most provided insurance with 13% of respondents providing it. Flexible Spending and Health Spending Accounts were the least provided benefit with only one employer (7%) selecting these options.

Insurance Benefits for Part-Time Employees		
Benefits	Frequency	Percent
Dental Insurance	2	13%
Health Insurance	2	13%
Life Insurance	1	7%
Flexible Spending Account (FSA)	1	7%
Health Spending Account (HSA)	1	7%

Financial Benefits: Details

Retirement benefits were the most frequently selected benefit with 7 (47%) employers in Grundy County who offer it for part-time employees. Six employers selected offering overtime or comp time, as well as referral bonuses. Only two companies offer an incentive plan or sign-on bonuses to their part-time employees as a financial benefit. Transportation and retention bonuses were not selected by employers.

Financial Benefits for Part-Time Employees		
Benefits	Frequency	Percent
Retirement Benefits	7	47%
Overtime or Comp Time	6	40%
Referral Bonuses	6	40%
Other Training/Education Opportunities	4	27%
Incentive Plans (Bonuses)	2	13%
Sign-on Bonuses	2	13%
Tuition Reimbursement	2	13%
Child Care	1	7%
Transportation	0	0%
Retention Bonuses	0	0%

Paid Leave: Details

Slightly more than half of respondents in Grundy County who have part-time employees provided paid time off (PTO), while 6 employers (40%) have paid holidays. Paid medical leave is offered by just 13% of respondents for part-time employees.

Paid Leave for Part-Time Employees		
Benefits	Frequency	Percent
Paid Time Off (PTO)	8	53%
Paid Holidays	6	40%
Paid Medical Leave	2	13%

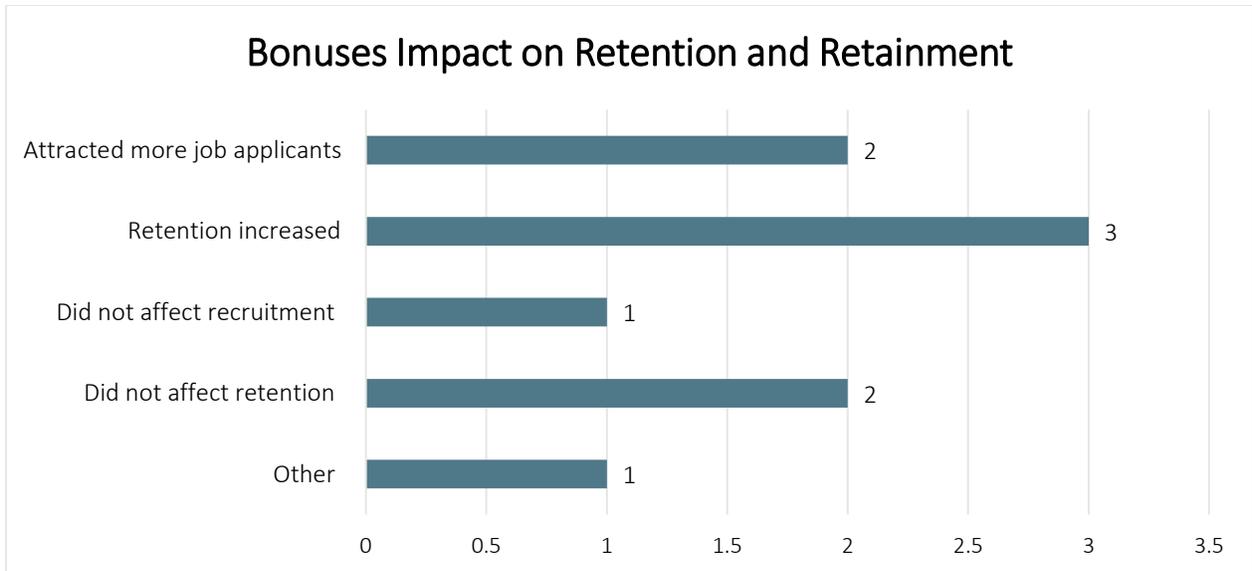
Work Options: Details

Work options like flexible schedules and remote working were more common for part-time employees than full time in Grundy County. Specifically, 53% of employers offer some type of flexible scheduling, while only 1 employer offers remote work.

Work Options for Part-Time Employees		
Benefits	Frequency	Percent
Flexible Schedules	8	53%
Remote Work	1	7%

Bonuses Analysis

Of the 9 employers in Grundy County who provide bonuses and answered the question “In what ways, if any, has offering bonuses impacted your recruitment or retention of employees?” the most selected answer (3 selections) was that bonuses had a positive impact on retention. The next most selected option was that bonuses “Attracted more job applicants” as well as “Did not affect retention” with each having 2 selections. It is evident the lack of data for Grundy County for this question impacted the results as there is no way to see a clear answer on the true impact on bonuses on retention and retainment.



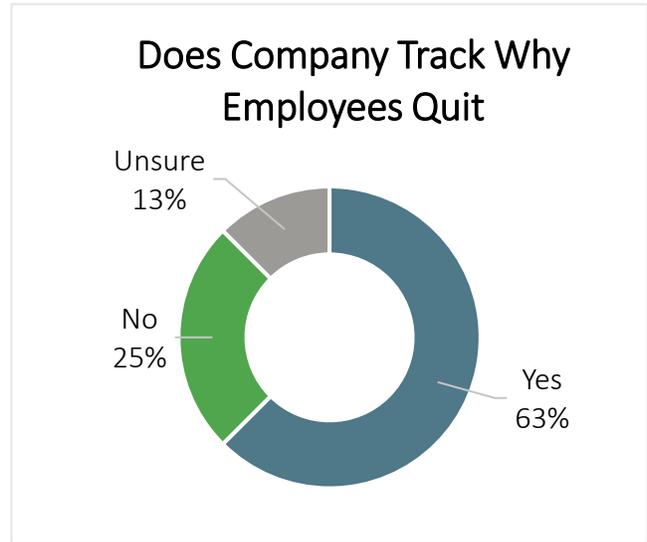
RECRUITING AND RETENTION SURVEY DATA

The information below highlights the findings from the recruitment and retention questions found in the survey. Internal employer tracking of quits and qualitative data for difficulties in attracting/retaining employees and top reasons for employees quitting are found below.

Tracking Quit Rates

Of the 16 respondents to the question “Do you track the reasons why employees quit?” 10 (63%) employers in Grundy County listed “Yes.” A total of 4 employers listed “No,” while 2 employers listed “Unsure.”

If Employer Tracks Why Employees Quit	Frequency
Yes	10
No	4
Unsure	2
Total	16



Difficulties in Attracting/Retaining Employees

Employers were asked whether they faced any difficulties in attracting or retaining employees based on the available wage and benefits offered at their company. As respondents largely faced similar and universal difficulties, industry specific analysis was redundant. From the 10 employers in Grundy County that responded, several listed multiple challenges they are currently facing. As seen, the top two difficulties faced currently for employers is finding qualified applicants and offering higher, more competitive pay. Several employers mentioned that they could not compete with larger competitors offering higher starting salaries. The next highest difficulty faced by employers was job abandonment issues, as many faced concerns with potential employees leaving quickly after starting or not showing up to work after interviewing or onboarding.

Reason for Difficulty in Attracting & Retaining Employees	Frequency
Pay Too Low	6
Finding Qualified Applicants	4
Job Abandonment	2

Top Reasons for People Leaving/Quitting Jobs

Many of the difficulties in attracting and retaining employees faced by employers overlap with the same reasons for why employees are leaving and quitting their jobs. As seen, from the 13 respondents in Grundy County, the overwhelming majority of employers listed that better opportunities/higher paying job was the main reason for why employees are leaving. This data coincides with the difficulties expressed by employers, as many listed that they cannot compete with higher salaries being offered. That said, job abandonment was the next highest reason for employees leaving, as many respondents expressed concern that employees leave with little or no communication. Finally, a mismatch in culture/fit was listed as a reason for employees leaving.

Reason for Leaving/Quitting Job	Frequency
Better Opportunity/Higher Paying Job	10
Job Abandonment	2
Not a Good Fit/Culture Mismatch	1

COMPENSATION BY SECTOR

Healthcare Salary Responses

Below are the average hourly rates given by employers specifically located in Grundy County for each healthcare occupation asked within the survey. In addition to survey respondent data, Emsi Hourly Rates were also added for comparison among survey data. Emsi rates were found using a Compensation Analysis report for each occupation and using the median hourly wage. The occupation data is specific to the four-county region and uses both QCEW and Non-QCEW Employees on Emsi's Q4 2021 Data Set. Additionally, occupations marked with an asterisk (*), are compared with the best fit occupation available, as the specific occupation listed is not directly specified in the Standard Occupational Classification (SOC) System.¹³

Average Salaries	Emsi Hourly Rate	Survey Avg. Hourly Rate	Entries
<i>Office Personnel</i>			
Medical Secretaries and Administrative Assistants	\$18.20	\$13.50	1
Customer Service Representatives	\$16.78	N/A	1
<i>Nurses and Medical Assistants</i>			
Licensed Practical Nurses	\$26.28	\$25.00	2
Registered Nurses	\$33.93	\$28.00	2
Nursing Assistants	\$14.29	\$14.00	1
Medical Assistants	\$18.15	N/A	0
<i>Therapists and Social Workers</i>			
Occupational Therapists	\$46.35	N/A	0
Physical Therapists	\$50.33	\$35.00	1
Mental Health and Substance Abuse Social Workers	\$22.64	N/A	6
<i>Other</i>			
Clinical Laboratory Technologists and Technicians	\$23.93	N/A	0
Dietary Workers*	\$28.99	\$11.00	1
Home Health and Personal Care Aides	\$13.39	\$14.75	1
Housekeeping	\$12.07	\$12.00	6
Medical and Health Services Managers	\$49.30	N/A	2

¹³ Please see Appendix D for further information on best fit occupations

Manufacturing Salary Responses

For Grundy County, there were no employers who selected the manufacturing industry as an industry that best fit their firm. For this reason, no wage data is available on the county level for this specific industry. Listed below is the wage chart based on Emsi data alone. Emsi rates were found using a Compensation Analysis report for each occupation and using the median hourly wage. The occupation data is specific to the four-county region and uses both QCEW and Non-QCEW Employees on Emsi’s Q4 2021 Data Set. Additionally, occupations marked with an asterisk (*), are compared with the best fit occupation available, as the specific occupation listed is not directly specified in the Standard Occupational Classification (SOC) System.¹⁴

Average Salaries	Emsi Hourly Rate	Survey Avg. Hourly Rate	Entries
<i>Managers and Supervisors</i>			
Production Supervisors	\$29.65	N/A	0
Warehouse Shift Managers*	\$44.13	N/A	0
<i>Operators</i>			
Forklift Operators*	\$18.33	N/A	0
Production Operators*	\$17.04	N/A	0
<i>Other Positions</i>			
CDL-A Truck Drivers	\$23.94	N/A	0
Customers Service Representatives	\$16.78	N/A	0
General Laborers*	\$14.18	N/A	0
Maintenance Mechanics	\$26.81	N/A	0
Material Handlers*	\$14.18	N/A	0
Warehouse Associates*	\$14.18	N/A	0

¹⁴ Please see Appendix D for further information on best fit occupations

Transportation, Logistics, and Warehousing

Below are the average hourly rates given by employers specifically located in Grundy County for each transportation, distribution, and logistics occupation asked within the survey. In addition to survey respondent data, Emsi Hourly Rates were also added for comparison among survey data. Emsi rates were found using a Compensation Analysis report for each occupation and using the median hourly wage. The occupation data is specific to the four-county region and uses both QCEW and Non-QCEW Employees on Emsi's Q4 2021 Data Set. Additionally, occupations marked with an asterisk (*), are compared with the best fit occupation available, as the specific occupation listed is not directly specified in the Standard Occupational Classification (SOC) System.¹⁵

Average Salaries	Emsi Hourly Rate	Survey Avg. Hourly Rate	Entries
<i>Managers</i>			
General and Operations Managers	\$46.23	\$38.46	1
Transportation, Storage, and Distribution Managers	\$44.13	\$33.65	1
<i>Supervisors</i>			
Mechanics, Installers, and Repairers Supervisors	\$20.56	\$28.85	1
Office and Administrative Support Workers Supervisors	\$18.58	\$28.85	1
Transportation and Material Moving Workers, Supervisors	\$16.14	\$16.00	1
<i>Office Personnel</i>			
Secretaries and Administrative Assistants	\$19.05	\$16.50	1
Shipping, Receiving, and Inventory Clerks	\$16.57	\$17.00	1
Customer Service Representatives	\$16.78	\$15.00	1
Office Personnel Security Guards	\$16.32	\$15.00	1
<i>Other</i>			
Heavy and Tractor-Trailer Truck Drivers	\$23.94	N/A	0 ¹⁶
Industrial Engineers	\$41.35	\$48.08	1
Forklift Operators*	\$18.33	\$21.00	1
Laborers and Freight, Stock, and Material Movers, Hand	\$14.18	\$19.00	1
Maintenance and Repair Workers, General	\$20.45	\$18.00	1
<i>Write-In</i>			
Team Leads*	\$31.53	\$21.00	1

¹⁵ Please see Appendix D for further information on best fit occupations

¹⁶ \$0.65/mile was listed as salary rate and excluded

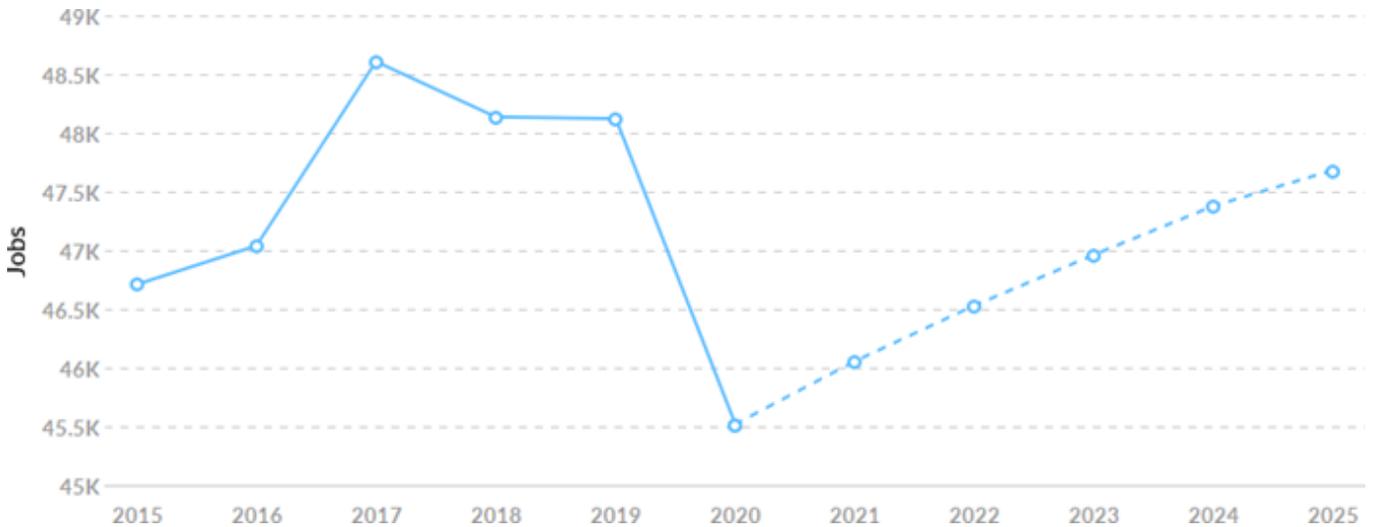
KANKAKEE COUNTY OVERVIEW

County Insights from Emsi Burning Glass

In addition to the survey data, this profile also contains data from Emsi Burning Glass data is used to help supplement the survey findings. According to Emsi Burning Glass Economy Overview report for Kankakee County “as of 2020 the region's population declined by 2.9% since 2015, falling by 3,192. Population is expected to decrease by 1.9% between 2020 and 2025, losing 2,107.

<p>108,594</p> <p>Population (2020)</p> <p>Population decreased by 3,192 over the last 5 years and is projected to decrease by 2,107 over the next 5 years.</p>	<p>45,518</p> <p>Total Regional Employment</p> <p>Jobs decreased by 1,192 over the last 5 years but are projected to grow by 2,164 over the next 5 years.</p>	<p>\$58.9K</p> <p>Median Household Income (2019)</p> <p>Median household income is \$3.9K below the national median household income of \$62.8K.</p>
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“From 2015 to 2020, jobs declined by 2.6% in Kankakee County, IL from 46,710 to 45,518. This change fell short of the national growth rate of 0.0% by 2.6%.

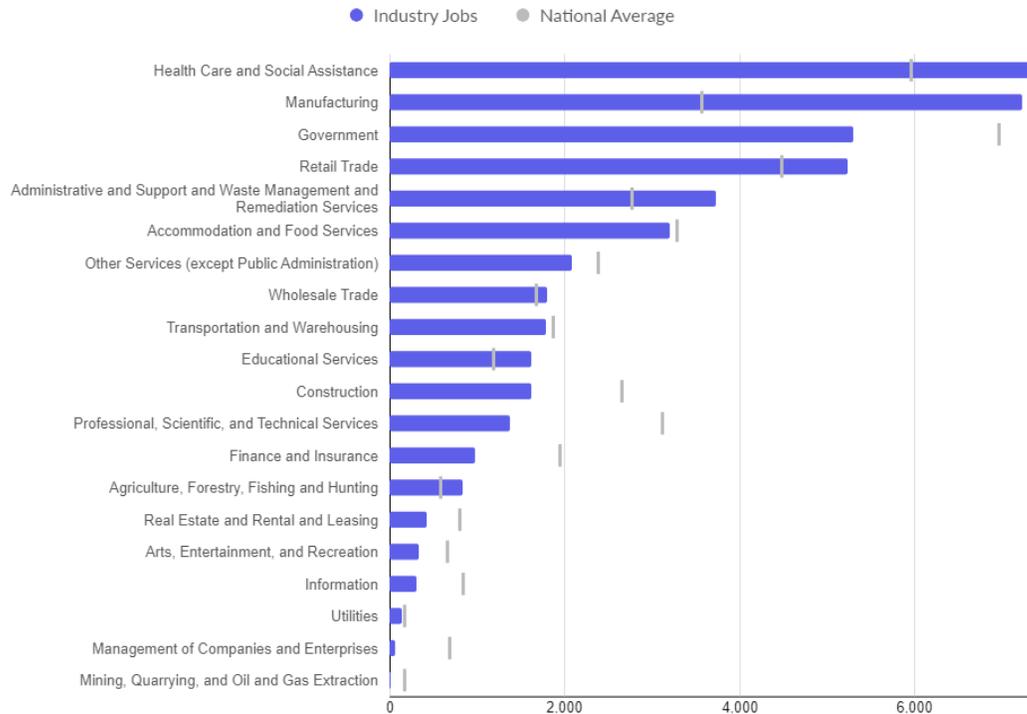


Source: Emsi Burning Glass 2021

COMPREHENSIVE WAGE AND BENEFIT STUDY
SUBMITTED BY THOMAS P. MILLER & ASSOCIATES, LLC

The largest industries in Kankakee County include Health Care and Social Assistance, Manufacturing, Government, and Retail Trade. The chart below uses Emsi Burning Glass data to compare Kankakee County’s industry jobs compared to the national average.

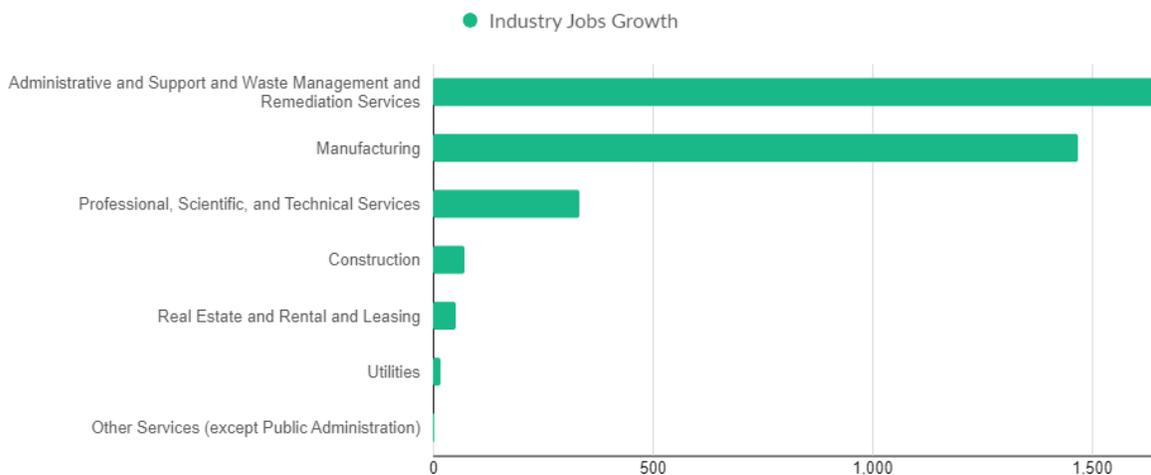
Largest Industries



Source: Emsi Burning Glass 2021

As shown in the chart below the Top Growing Industries for Kankakee County are Administrative and Support and Waste Management and Remediation Services, Manufacturing and Professional, Scientific, and Technical Services.

Top Growing Industries



Source: Emsi Burning Glass 2021

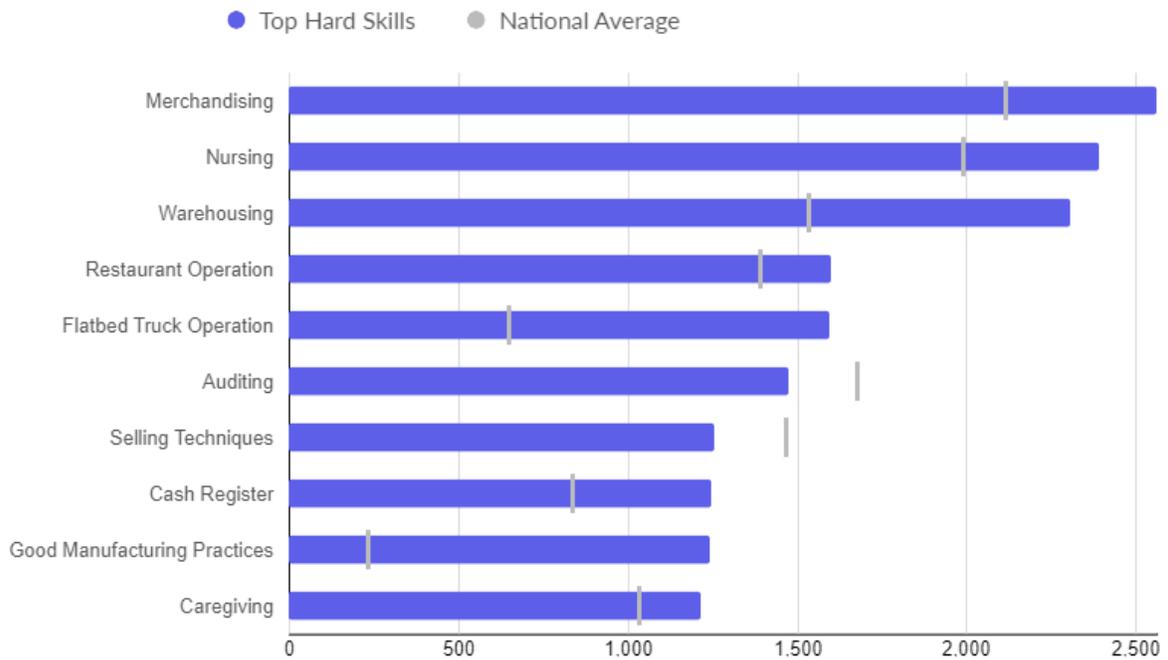
“As the number of jobs declined, the labor force participation rate decreased from 62.0% to 60.6% between 2015 and 2020.”

Labor Force Participation Rate Trends



Source: Emsi Burning Glass 2021

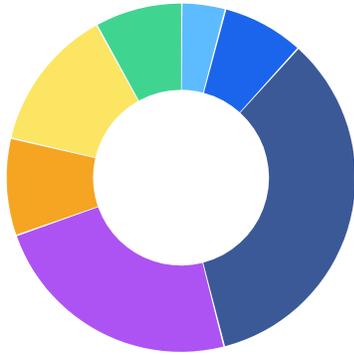
For Kankakee County the Top Hard Skills listed in job postings were merchandising, nursing, warehousing, restaurant operation, and flatbed truck operation.



Source: Emsi Burning Glass 2021

COMPREHENSIVE WAGE AND BENEFIT STUDY
SUBMITTED BY THOMAS P. MILLER & ASSOCIATES, LLC

“13.3% of Kankakee County, IL residents possess a Bachelor's Degree (6.7% below the national average), and 9.0% hold an Associate's Degree (0.4% above the national average).



	% of Population	Population
● Less Than 9th Grade	4.0%	2,931
● 9th Grade to 12th Grade	7.6%	5,499
● High School Diploma	34.3%	24,877
● Some College	23.6%	17,119
● Associate's Degree	9.0%	6,542
● Bachelor's Degree	13.3%	9,666
● Graduate Degree and Higher	8.1%	5,867

Source: Emsi Burning Glass 2021

SURVEY ANALYSIS & ROUNDTABLE RESULTS

Summary of Demographics

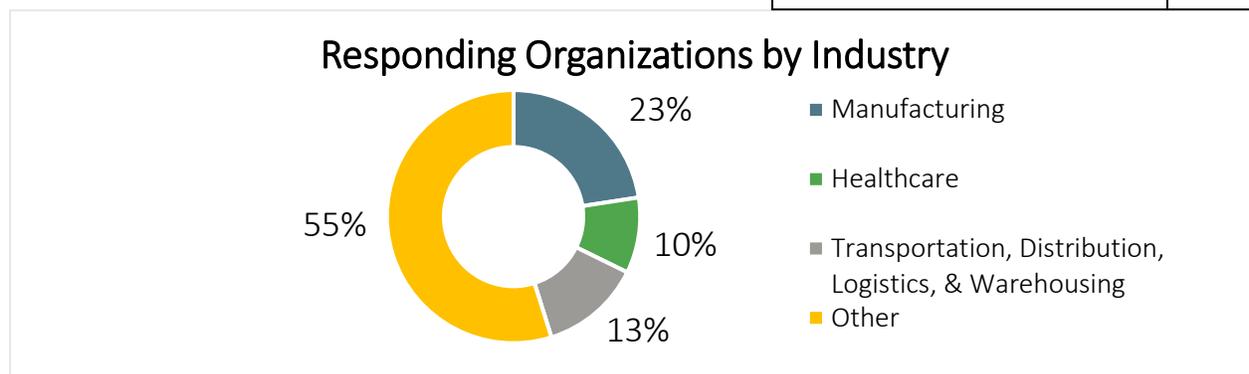
Organizations by County

Of the 88 unique survey completers¹, respondents selected which county/ies their company resided in. The geographic scope of this analysis is focused solely on employers in Kankakee County, or employers who selecting having at least one location in Kankakee County. 31 of the 88 respondents (35%), selected their company is located or has at least one location within Kankakee County.² 5 of the 31 employers selected having locations within multiple counties, while the remaining 26 companies solely had one location in Kankakee County. For the purpose of this analysis, all employers who selected Kankakee County are included, regardless of how many other locations they may have. With that in mind, Kankakee County recorded the second highest company representation out of any of the four counties in the survey.

Organizations by Industry

The “Other” Industry selection was the most selected industry during the survey for Kankakee County, with 17 respondents. Several industries written in included: Contractors, Non-Profit, Construction, Government/Municipality, Financial Services/Banking, Real Estate, Public Transportation, Engineering, and several others.¹⁷ Manufacturing was the next highest selected industry with 7 respondents, representing a 26% share. The Healthcare industry (3) respondents and the Transportation, Distribution, Logistics industry (4) respondents rounded out the rest of the total

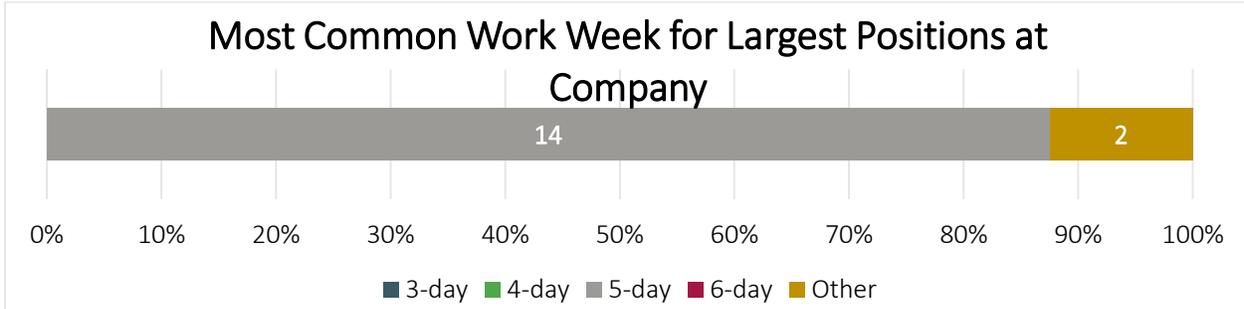
Industry	Respondents
Manufacturing	7
Healthcare	3
Transportation, Distribution, Logistics, & Warehousing	4
Other	17
Total	31



¹⁷ A complete list of all write in “Other” Industries can be found in the “Other Write-In” Position Section.

Work Week

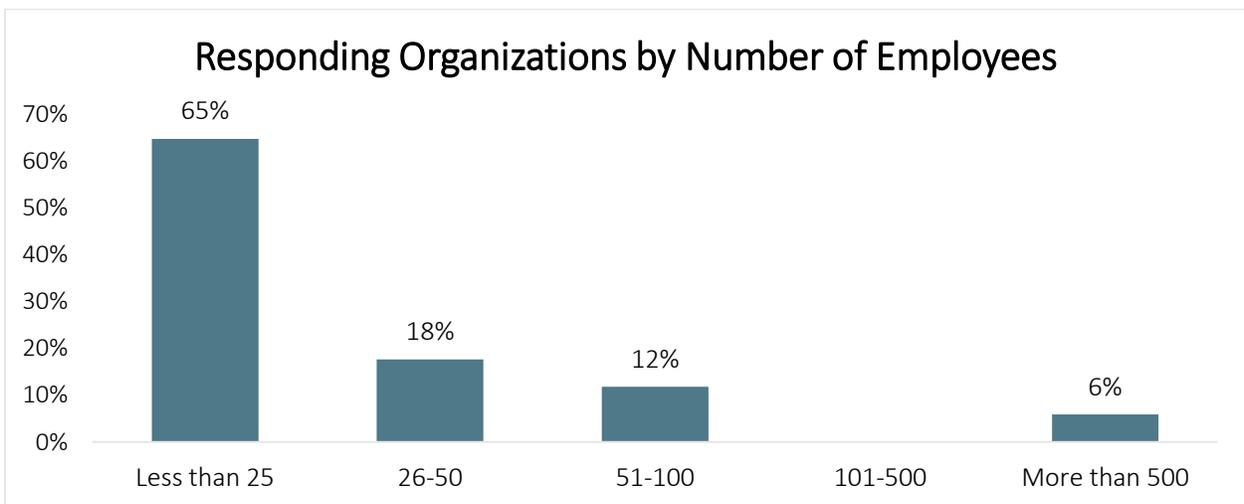
Of the 16 respondents in Kankakee County, the majority of companies selected a 5-day work week for those positions that comprised the largest percentage of their company. “Other” had two selections, with one respondent indicating a 7-day work week and one employer indicating work weeks vary by program and position.



Company Size

The majority of responding organizations in Kankakee County selected having “less than 25 employees,” with 11 respondents (65%), selecting this range. The “26-50” employee range, followed by the “51-100” employee range were next highest selected. “101-500” employees had zero selections for Kankakee County employers. “More than 500” employee range had one employer selection.

Number of Employees	Respondents
Less than 25	11
26-50	3
51-100	2
101-500	0
More than 500	1
Total	17



The chart below highlights the distribution of responding organizations in Kankakee County by number of employees within each selected industry. As seen, the small sample size of respondents for Kankakee County impacted its overall representation by industry. The largest representation comes from the “Other” industry, with “Less than 25” employees.

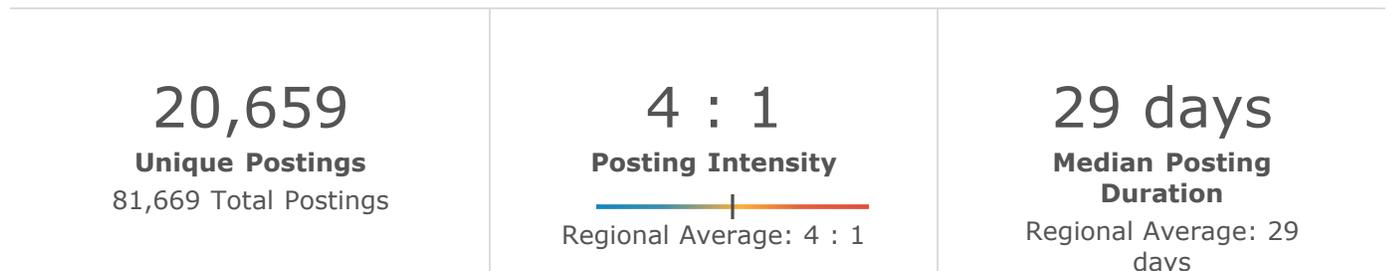
Number of Employees	Manufacturing	Healthcare	Transportation, Distribution, Logistics, & Warehousing	Other	Total
Less than 25	0	0	0	11	11
26-50	0	0	0	3	3
51-100	0	0	0	2	2
101-500	0	0	0	0	0
More than 500	0	0	0	1	1

Wages and Shift Overview

Detailed below are the findings from the survey for Kankakee County discussion surrounding wages and shifts. It is important to note roundtable participants shared that while they struggle with increasing their wages and knowing how much they should offer, they have to be responsive to the local market to be competitive, so if Amazon and other large employers are suddenly offering higher starting wages, they often have to increase as well. This can be difficult because companies have internal limitations on how much they can increase wages. It was noted that while understanding wage data is important, employers needed more innovative ways to recruit, retain, and upskill employees. Employers participating in the roundtables shared struggles focused on how else they recruit and retain employees in the tight labor market besides increasing wages, more information on [recruitment](#) and [retention](#) can be found in sections below.

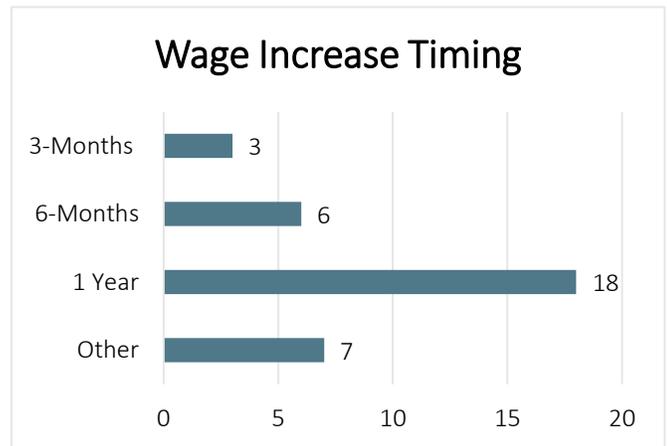
Wages

According to Emsi Job Posting Analytics- Emsi Q4 2021 Data for the region “there were 81,669 total job postings for your selection from October 2020 to September 2021, of which 20,659 were unique. These numbers give us a Posting Intensity of 4-to-1, meaning that for every 4 postings there is 1 unique job posting. There are 3,716 advertised salary observations (18% of the 20,659 matching postings) and had Median Advertised Salary of \$30.09/hr.”



Wage Increases

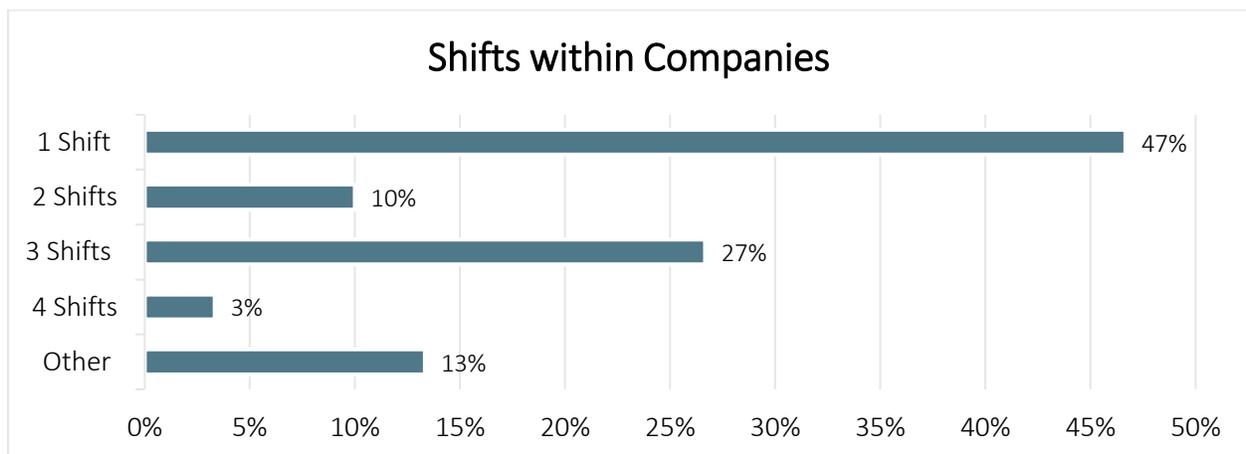
Respondents were asked on the specific time(s) they increased wages after hiring. Out of the 34 total selections in Kankakee County, 1-Year was the most common option selected with 18 selections. The next most common selected time “Other” with 7 selections and 6-months with 6 selections. 9-months did not have any selections. Common Other responses included performance-based raises/raises after reviews or evaluations. 3-months and 9-months wage increases did not have any selections, and several employers listed multiple time periods of when wages may be increased.



Shifts Breakdown

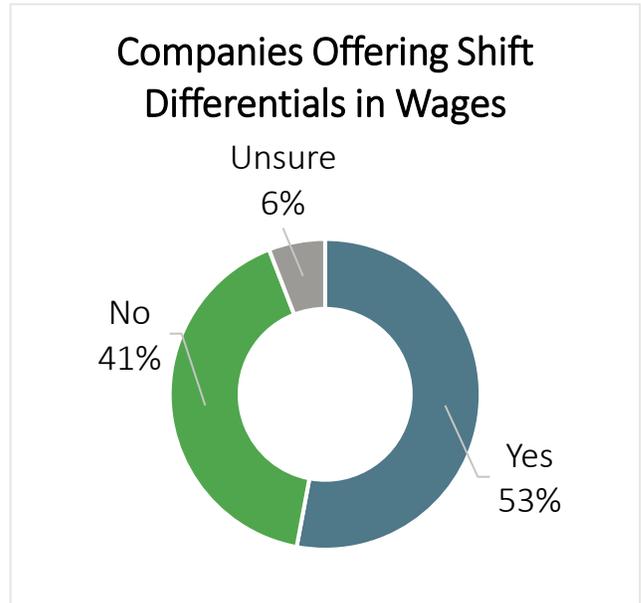
Respondents selected “1 Shift” as the most common answer to how many shifts were within their company, as 14 companies chose this selection in Kankakee County. “3 Shifts” was the next highest selected option, with “Other” following behind. The “Other” shift option had 4 selections, with two respondents indicating their company had 7+ shifts, and two indicating shifts have varying start times depending on program type. Specific times for working shifts varied considerably, as entries from respondents listed anywhere from 1 – 10+ shift times. That said, 8:00 – 5:00PM was the most common shift time, with many other entries following 8-hour schedules staggered throughout the entire day and night.

Number of Shifts	Respondents
1 Shift	14
2 Shifts	3
3 Shifts	3
4 Shifts	8
Other	4
Total	32



For the 17 companies that did have more than one shift, 53% offer shift differentials in wages in Kankakee County. Company wage differential for each shift varied considerably, with many of the shift differences relying on time of shift and number of shifts taken in a day. Most common were \$0.50 - \$1.50 increases for second shifts taken on, \$1.00 - \$3.00 increases for third shifts, and \$1.00 - \$3.50 increases for midnight/overnights shifts.

Roundtable participants mentioned certain shifts were harder to attract talent for, while other participants discussed that, where possible, they were trying to be flexible about when shifts begin and end to better accommodate employee's schedules. This increase in flexibility was considered a need for both retaining and attracting talent.



BENEFITS AND BONUSES

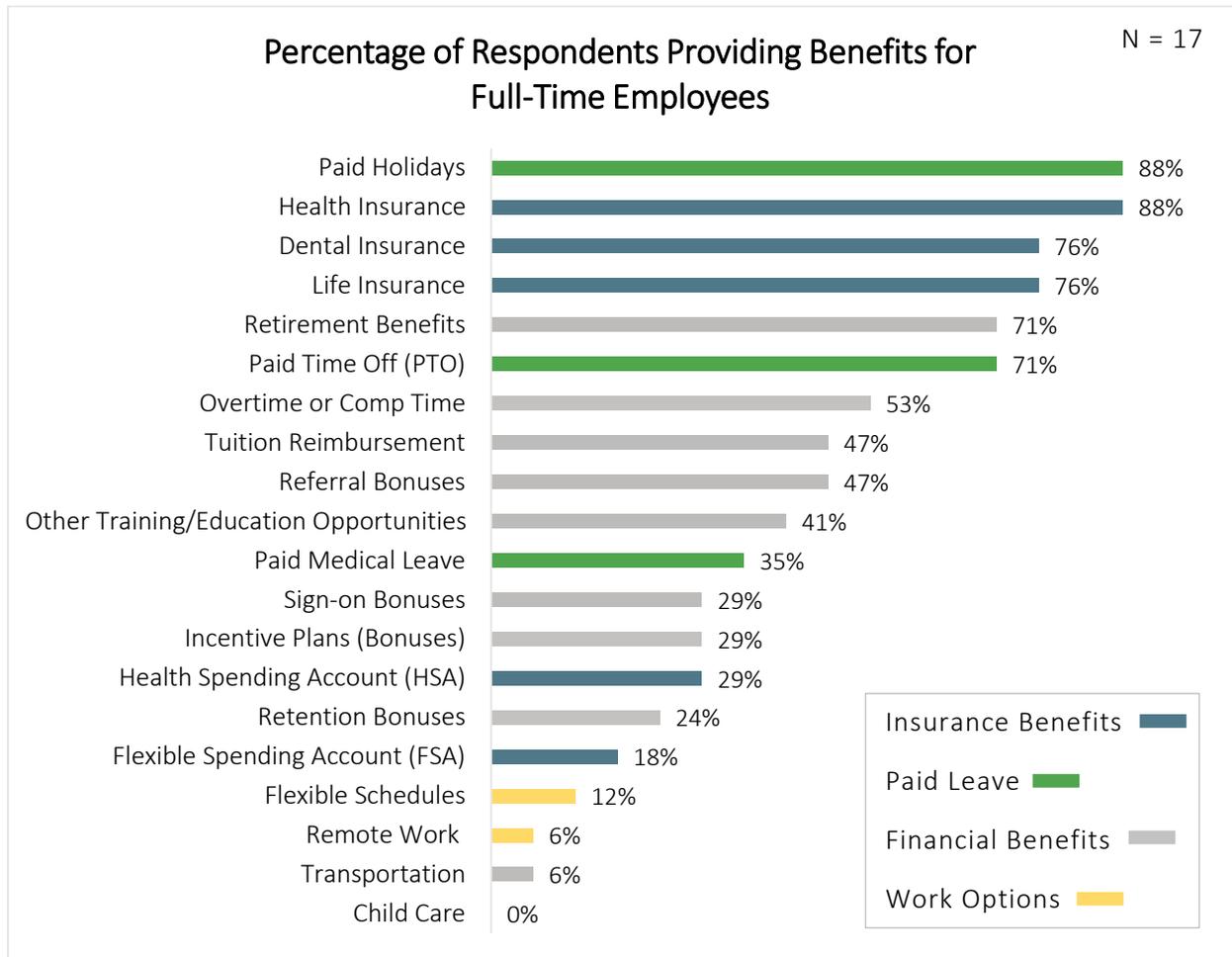
Benefit Analysis – Full-time Employees

Detailed below are the findings from the survey and from the roundtable discussion surrounding benefits.

Benefits questions within this survey can be grouped into four general categories. These categories include:

- Insurance and health benefits – health insurance, life insurance, vision care, disability insurance, etc.
- Paid leave – paid vacation, holiday, and sick leave.
- Financial benefits – profit sharing, contributions to retirement plan, bonus, etc.
- Work options – flexible schedules and remote work

The chart below shows the percent of respondents who indicated they provided these benefits.



Insurance and Health Benefits: Details

Of survey respondents in Kankakee County, the majority provided some sort of insurance benefit. Health insurance was the most provided insurance with 88% of respondents providing it. Flexible Spending Accounts (FSAs) were the least provided benefit with 3 employers (18%) selecting this option. Health Spending Accounts (HSAs) were more frequently a benefit and selected by 29% of responders. Dental Insurance was the second most provided insurance with 76% of respondents providing it.

Insurance Benefits for Full-Time Employees		
Benefits	Frequency	Percent
Health Insurance	15	88%
Dental Insurance	13	76%
Life Insurance	13	76%
Health Spending Account (HSA)	5	29%
Flexible Spending Account (FSA)	3	18%

Financial Benefits: Details

Overtime or comp time was the most provided financial benefit with 71% of employers offering this benefit to their full-time employees in Kankakee County. Retirement benefits were the next most offered financial benefit with 53% of employers selecting this benefit. 47% of respondents did have an incentive plan or provided sign-on bonuses to their employees as a financial benefit. Referral bonuses were just one employer behind sign-on bonuses with 7 companies offering this benefit, while no companies selecting offering retention bonuses.

Financial Benefits for Full-Time Employees		
Benefits	Frequency	Percent
Overtime or Comp Time	12	71%
Retirement Benefits	9	53%
Incentive Plan (Bonuses)	8	47%
Sign-On Bonuses	8	47%
Referral Bonuses	7	41%
Tuition Reimbursement	5	29%
Other Training/Education Opportunities	5	29%
Child Care	4	24%
Transportation	1	6%
Retention Bonuses	0	0%

Paid Leave: Details

A large majority of respondents (88%) provided paid holidays in Kankakee County, while 12 employers (71%) have paid time off. Paid medical leave is offered by 35% of respondents.

Paid Leave for Full-Time Employees		
Benefits	Frequency	Percent
Paid Holidays	15	88%
Paid Time Off (PTO)	12	71%
Paid Medical Leave	6	35%

Work Options: Details

Work options like flexible schedules and remote working are becoming more common in the workplace. That said, only 2 employers (12%) offer some type of flexible scheduling, and only 1 employer offers remote work in Kankakee County.

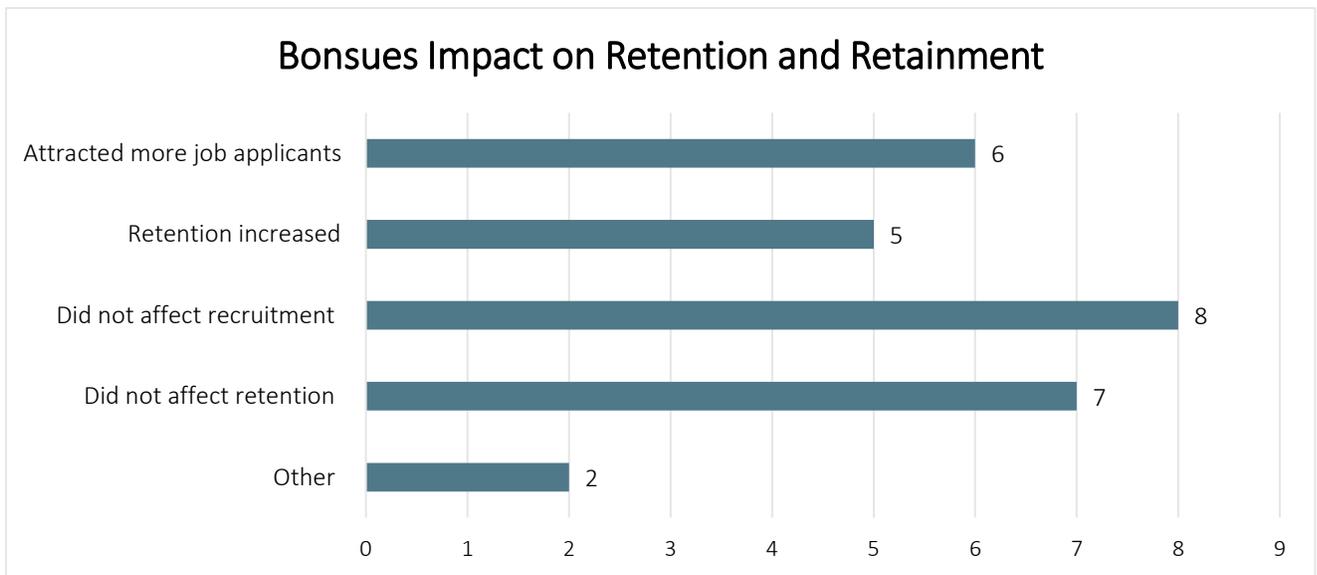
Work Options for Full-Time Employees		
Benefits	Frequency	Percent
Flexible Schedules	2	12%
Remote Work	1	6%

Benefit Analysis – Part-Time Employees

Employers were also asked to complete the same benefit information for part-time employees. Unfortunately, breaking down part-time benefit data for Kankakee County could not be done due to insufficient data response (N<10).

Bonuses Analysis

Of the 19 employers in Kankakee County who provide bonuses and answered the question “In what ways, if any, has offering bonuses impacted your recruitment or retainment of employees?” most indicated that bonuses “Did not affect recruitment” with 8 selections. The next most selected option was that bonuses “Did not affect retention” with 7 selections, followed by 6 selections of “Attracted more job applicants,” and 5 selections of “Retention increased.” There were 2 “Other” selections, with one respondent indicating that bonuses improve morale, and the remaining response indicating there was minimal effect on retention from the bonuses offered. Employers were able to select multiple answers, and therefore several who selected that bonuses did not impact recruitment also selected bonuses did not impact retention and vice versa. Overall, many employers did not feel the bonuses currently offered have an impact on retention or recruitment.



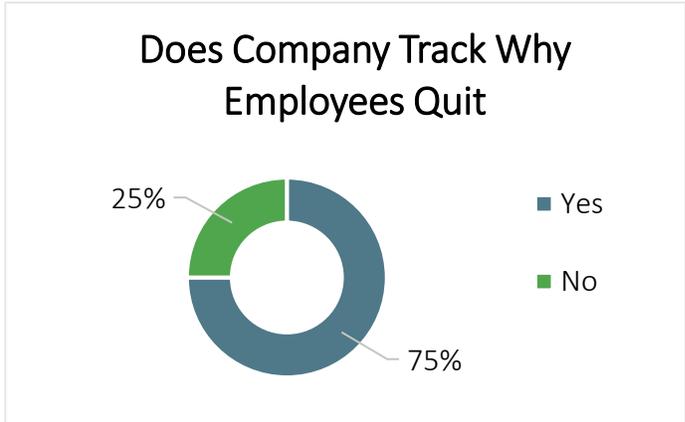
RECRUITING AND RETENTION SURVEY DATA

The information below highlights the findings from the recruitment and retention questions found in the survey. Internal employer tracking of quits and qualitative data for difficulties in attracting/retaining employees and top reasons for employees quitting are found below.

Tracking Quit Rates

Of the 28 respondents to the question “Do you track the reasons why employees quit?” 21 (75%) of employers in Kankakee County listed “Yes.” A total of 7 employers listed “No”.

If Employer Tracks Why Employees Quit	Frequency
Yes	21
No	7
Total	28



Difficulties in Attracting/Retaining Employees

Employers were asked whether they faced any difficulties in attracting or retaining employees based on the available wage and benefits offered at their company. As respondents largely faced similar and universal difficulties, industry specific analysis was redundant. From the 30 employers that responded in Kankakee County, several listed multiple challenges they are currently facing. As seen, the top two difficulties faced currently for employers is finding qualified applicants and offering higher, more competitive pay. Several employers mentioned that they could not compete with larger competitors offering higher starting salaries. The next highest difficulty faced by employers was job abandonment issues, as many faced concerns with potential employees leaving quickly after starting or not showing up to work after interviewing

Reason for Difficulty in Attracting & Retaining Employees	Frequency
Finding Qualified Applicants	9
Pay Too Low	6
Job Abandonment	3
Lack of Benefits	3
Competition in Area	2
Motivation to Work/Apply	1

or onboarding. Other difficulties expressed were lack of competitive benefits offered, and similar to pay, larger corporations nearby offering large sign-on bonuses or other comprehensive benefits are near impossible to compete with for smaller firms. General competition remains a challenge as well as finding those who are motivated to work and apply for open

positions.

Top Reasons for People Leaving/Quitting Jobs

Many of the difficulties in attracting and retaining employees faced by employers overlap with the same reasons for why employees are leaving and quitting their jobs. As seen, from the 22 respondents in Kankakee County, employers listed that better opportunities/higher paying job was the main reason for why employees are leaving. This data coincides with the difficulties expressed by employers, as many listed that they cannot compete with higher salaries being offered. That said, job abandonment was the next highest reason for employees leaving, as many respondents expressed concern that employees leave with little or no communication. Retirement was also listed as a top reason for employees leaving, as the baby boomer generation continues to retire at higher rates. Finally, a mismatch in culture/fit was listed as a reason for employees leaving as well as.

Reason for Leaving/Quitting Job	Frequency
Better Opportunity/Higher Paying Job	13
Job Abandonment	6
Retirement	2
Not a Good Fit/Culture Mismatch	1

COMPENSATION BY SECTOR

Healthcare Salary Responses

Below are the average hourly rates given by employers specifically located in Kankakee County for each healthcare occupation asked within the survey. In addition to survey respondent data, Emsi Hourly Rates were also added for comparison among survey data. Emsi rates were found using a Compensation Analysis report for each occupation and using the median hourly wage. The occupation data is specific to the four-county region and uses both QCEW and Non-QCEW Employees on Emsi's Q4 2021 Data Set. Additionally, occupations marked with an asterisk (*), are compared with the best fit occupation available, as the specific occupation listed is not directly specified in the Standard Occupational Classification (SOC) System.¹⁸

Average Salaries	Emsi Hourly Rate	Survey Avg. Hourly Rate	Entries
<i>Office Personnel</i>			
Medical Secretaries and Administrative Assistants	\$18.20	\$15.84	3
Customer Service Representatives	\$16.78	N/A	0
<i>Nurses and Medical Assistants</i>			
Licensed Practical Nurses	\$26.28	\$22.00	3
Registered Nurses	\$33.93	\$28.67	3
Nursing Assistants	\$14.29	\$15.00	1
Medical Assistants	\$18.15	N/A	0
<i>Therapists and Social Workers</i>			
Occupational Therapists	\$46.35	N/A	0
Physical Therapists	\$50.33	N/A	0
Mental Health and Substance Abuse Social Workers	\$22.64	N/A	0
<i>Other</i>			
Clinical Laboratory Technologists and Technicians	\$23.93	N/A	0
Dietary Workers*	\$28.99	\$13.01	2
Home Health and Personal Care Aides	\$13.39	\$14.39	2
Housekeeping	\$12.07	\$12.51	2
Medical and Health Services Managers	\$49.30	N/A	2
<i>Other</i>			
Directors*	\$49.30	\$27.00	1 ¹⁹

¹⁸ Please see Appendix D for further information on best fit occupations

¹⁹ Range of \$17-37/hour was given, average was taken from this range

Manufacturing Salary Responses

Below are the average hourly rates given by employers specifically located in Kankakee County for each manufacturing occupation asked within the survey. In addition to survey respondent data, Emsi Hourly Rates were also added for comparison among survey data. Emsi rates were found using a Compensation Analysis report for each occupation and using the median hourly wage. The occupation data is specific to the four-county region and uses both QCEW and Non-QCEW Employees on Emsi's Q4 2021 Data Set. Additionally, occupations marked with an asterisk (*), are compared with the best fit occupation available, as the specific occupation listed is not directly specified in the Standard Occupational Classification (SOC) System.²⁰

Average Salaries	Emsi Hourly Rate	Survey Avg. Hourly Rate	Entries
<i>Managers and Supervisors</i>			
Production Supervisors	\$29.65	\$29.13	4
Warehouse Shift Managers*	\$44.13	\$24.42	3
<i>Operators</i>			
Forklift Operators*	\$18.33	\$16.81	5
Production Operators*	\$17.04	\$16.11	6
<i>Other Positions</i>			
CDL-A Truck Drivers	\$23.94	\$21.44	3
Customers Service Representatives	\$16.78	\$15.00	1
General Laborers*	\$14.18	\$14.52	5
Maintenance Mechanics	\$26.81	\$23.45	6
Material Handlers*	\$14.18	\$15.27	4
Warehouse Associates*	\$14.18	\$16.64	5

²⁰ Please see Appendix D for further information on best fit occupations

Transportation, Logistics, and Warehousing

Below are the average hourly rates given by employers specifically located in Kankakee County for each transportation, distribution, and logistics occupation asked within the survey. In addition to survey respondent data, Emsi Hourly Rates were also added for comparison among survey data. Emsi rates were found using a Compensation Analysis report for each occupation and using the median hourly wage. The occupation data is specific to the four-county region and uses both QCEW and Non-QCEW Employees on Emsi's Q4 2021 Data Set. Additionally, occupations marked with an asterisk (*), are compared with the best fit occupation available, as the specific occupation listed is not directly specified in the Standard Occupational Classification (SOC) System.²¹

Average Salaries	Emsi Hourly Rate	Survey Avg. Hourly Rate	Entries
<i>Managers</i>			
General and Operations Managers	\$46.23	\$37.26	2
Transportation, Storage, and Distribution Managers	\$44.13	\$28.85	3
<i>Supervisors</i>			
Mechanics, Installers, and Repairers Supervisors	\$20.56	\$28.85	1
Office and Administrative Support Workers Supervisors	\$18.58	\$26.44	2
Transportation and Material Moving Workers, Supervisors	\$16.14	\$28.85	1
<i>Office Personnel</i>			
Secretaries and Administrative Assistants	\$19.05	\$17.62	2
Shipping, Receiving, and Inventory Clerks	\$16.57	\$16.50	1
Customer Service Representatives	\$16.78	\$18.12	2
Office Personnel Security Guards	\$16.32	\$15.00	1
<i>Other</i>			
Heavy and Tractor-Trailer Truck Drivers	\$23.94	\$24.00	1 ²²
Industrial Engineers	\$41.35	\$48.08	1
Forklift Operators*	\$18.33	\$18.50	2
Laborers and Freight, Stock, and Material Movers, Hand	\$14.18	\$16.58	3
Maintenance and Repair Workers, General	\$20.45	\$21.01	2
<i>Write-In</i>			
Team Leads*	\$31.53	\$25.00	1

²¹ Please see Appendix D for further information on best fit occupations

²² \$0.65/mile was listed as salary rate and excluded

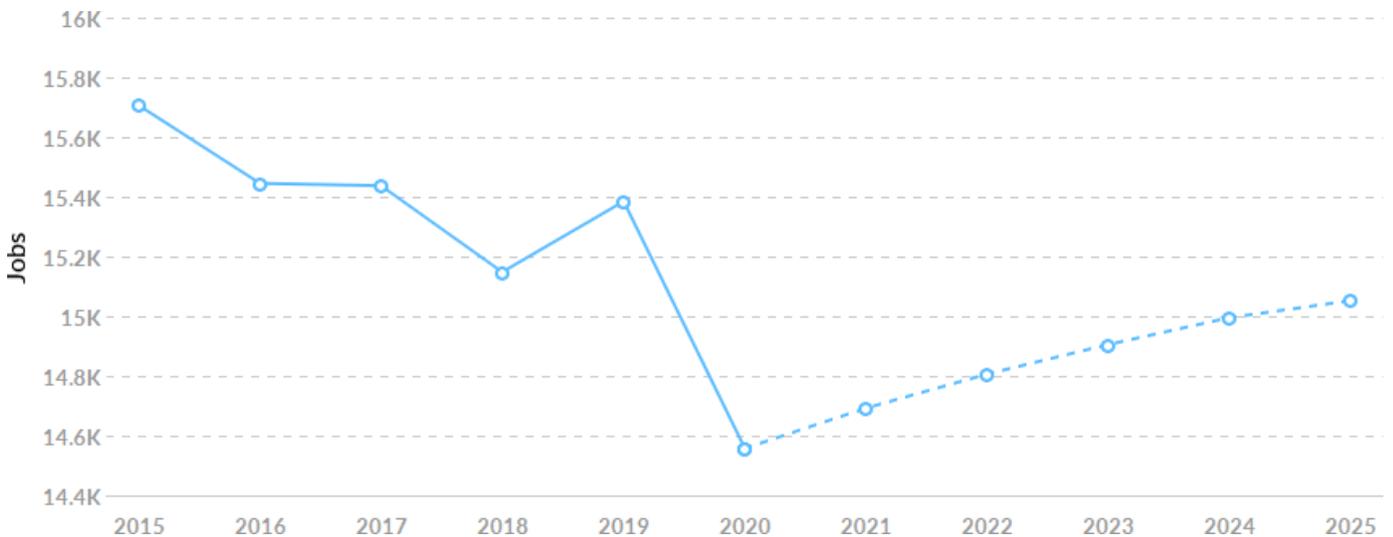
LIVINGSTON COUNTY OVERVIEW

County Insights from Emsi Burning Glass

In addition to the survey data, this profile also contains data from Emsi Burning Glass data is used to help supplement the survey findings. According to Emsi Burning Glass Economy Overview report for Livingston County “as of 2020 the region's population declined by 3.3% since 2015, falling by 1,201. Population is expected to decrease by 3.3% between 2020 and 2025, losing 1,180.”



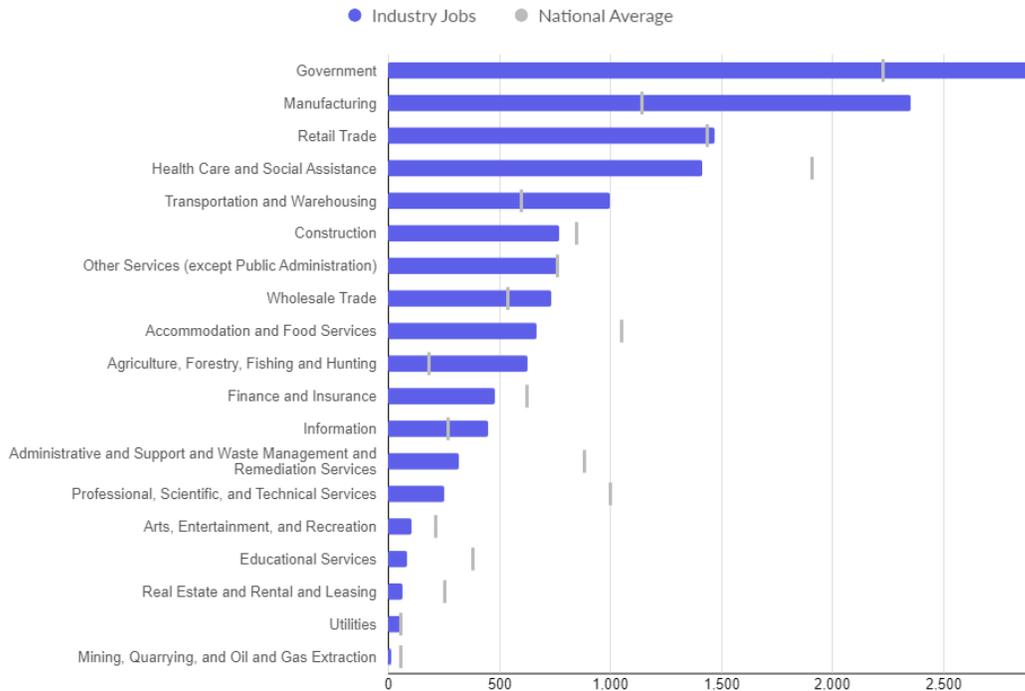
“From 2015 to 2020, jobs declined by 7.3% in Livingston County, IL from 15,706 to 14,557. This change fell short of the national growth rate of 0.0% by 7.3%.”



Source: Emsi Burning Glass 2021

The largest industries in Kankakee County include Government, Manufacturing, Retail Trade, and Health Care and Social Assistance. The chart below uses Emsi Burning Glass data to compare Livingston County's industry jobs compared to the national average.

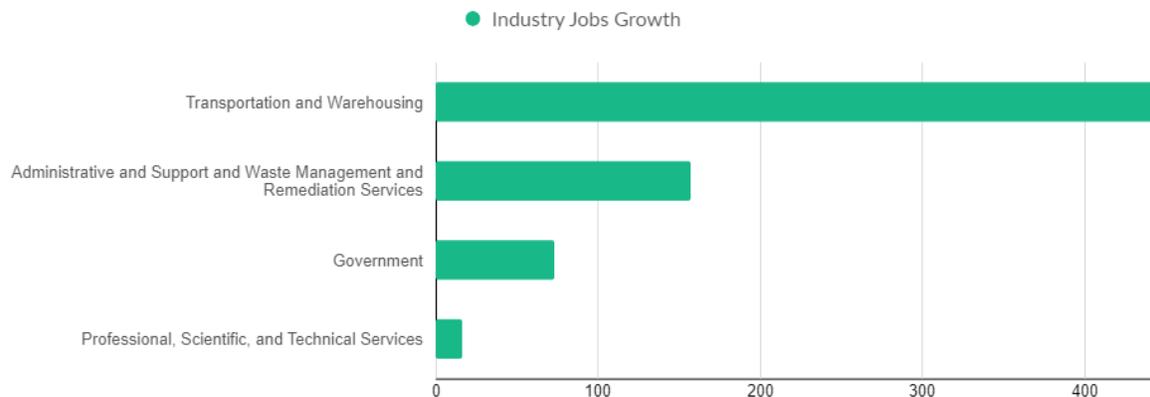
Largest Industries



Source: Emsi Burning Glass 2021

As shown in the chart below the Top Growing Industries for Livingston County are Transportation and Warehousing, Administrative and Support and Waste Management and Remediation Services, Government, and Professional, Scientific, and Technical Services.

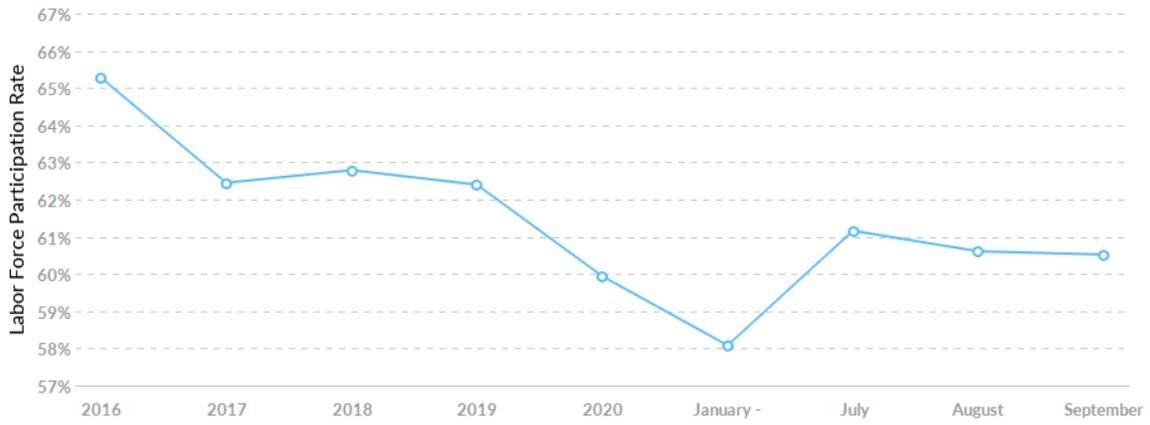
Top Growing Industries



Source: Emsi Burning Glass 2021

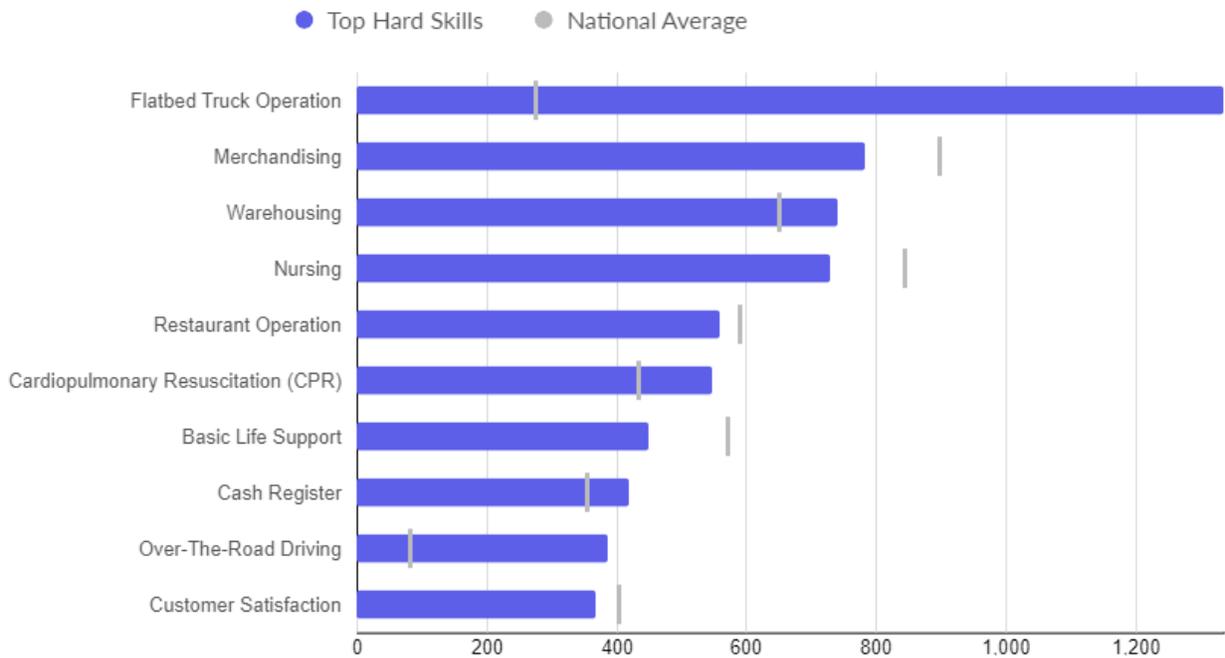
“As the number of jobs declined, the labor force participation rate decreased from 67.2% to 57.8% between 2015 and 2020.”

Labor Force Participation Rate Trends



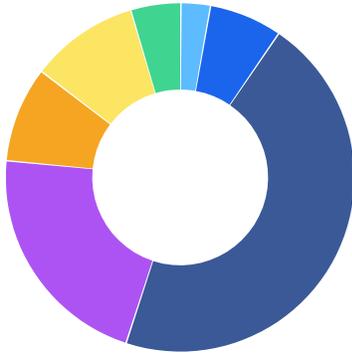
Source: Emsi Burning Glass 2021

For Livingston County, the Top Hard Skills listed in job postings were flatbed truck operation, merchandising, warehousing, nursing, and restaurant operation.



Source: Emsi Burning Glass 2021

“10.0% of Livingston County, IL residents possess a Bachelor's Degree (10.0% below the national average), and 8.9% hold an Associate's Degree (0.3% above the national average).”



	% of Population	Population
● Less Than 9th Grade	2.7%	681
● 9th Grade to 12th Grade	6.8%	1,690
● High School Diploma	45.5%	11,361
● Some College	21.5%	5,374
● Associate's Degree	8.9%	2,212
● Bachelor's Degree	10.0%	2,510
● Graduate Degree and Higher	4.6%	1,161

Source: Emsi Burning Glass 2021

SURVEY ANALYSIS & ROUNDTABLE RESULTS

Summary of Demographics

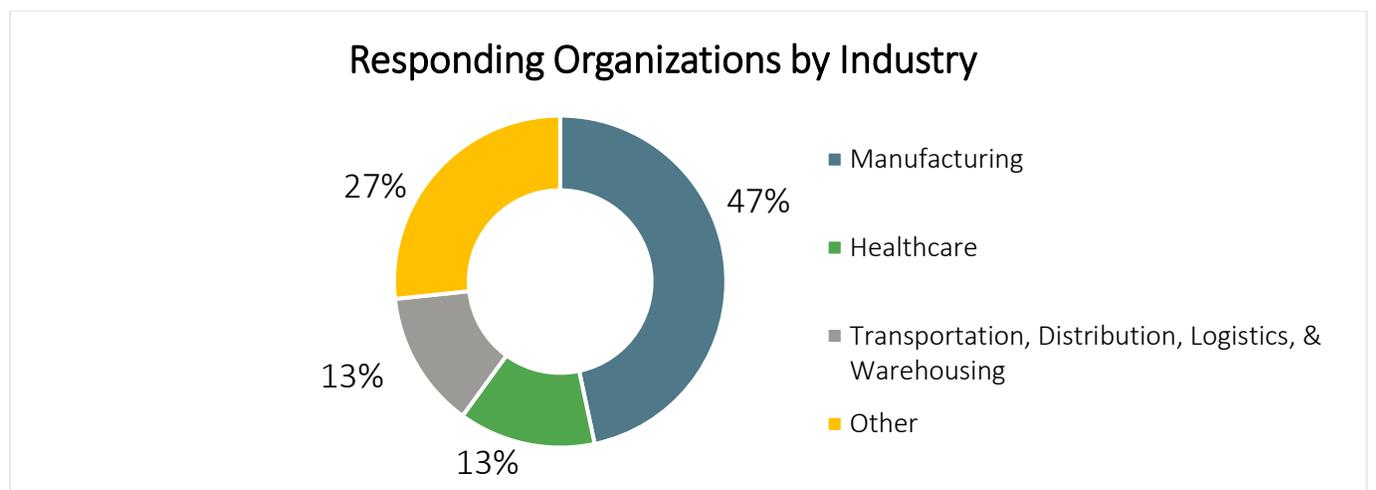
Organizations by County

Of the 88 unique survey completers,¹ respondents selected which county/ies their company resided in. The geographic scope of this analysis is focused solely on employers in Livingston County, or employers who selecting having at least one location in Livingston County. 15 of the 88 respondents (17%), selected their company is located or has at least one location within the Livingston County. 2 of the 15 employers selected having locations within multiple counties, while the remaining 13 companies solely had one location in Livingston County. For the purpose of this analysis, all employers who selected Livingston County are included, regardless of how many other locations they may have. With that in mind, Livingston County recorded the least company representation out of any of the four counties in the survey.

Organizations by Industry

The Manufacturing Industry was the highest represented industry selection for Livingston County., with 7 respondents, or 47% of the total selection. The “Other” industry selection was the next highest selection with 4, as several industries written in included: Contractors, Government/Municipality, and several others.²³ Healthcare and the Transportation, Distribution, Logistics, and Warehousing industries both comprised of 2 respondents, or a 13% share of all respondents.

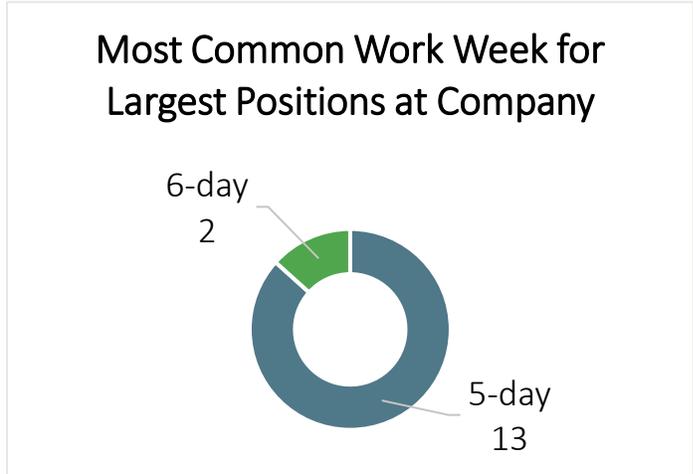
Industry	Respondents
Manufacturing	7
Healthcare	2
Transportation, Distribution, Logistics, & Warehousing	2
Other	4
Total	15



²³ A complete list of all write in “Other” Industries can be found in the “Other Write-In” Position Section.

Work Week

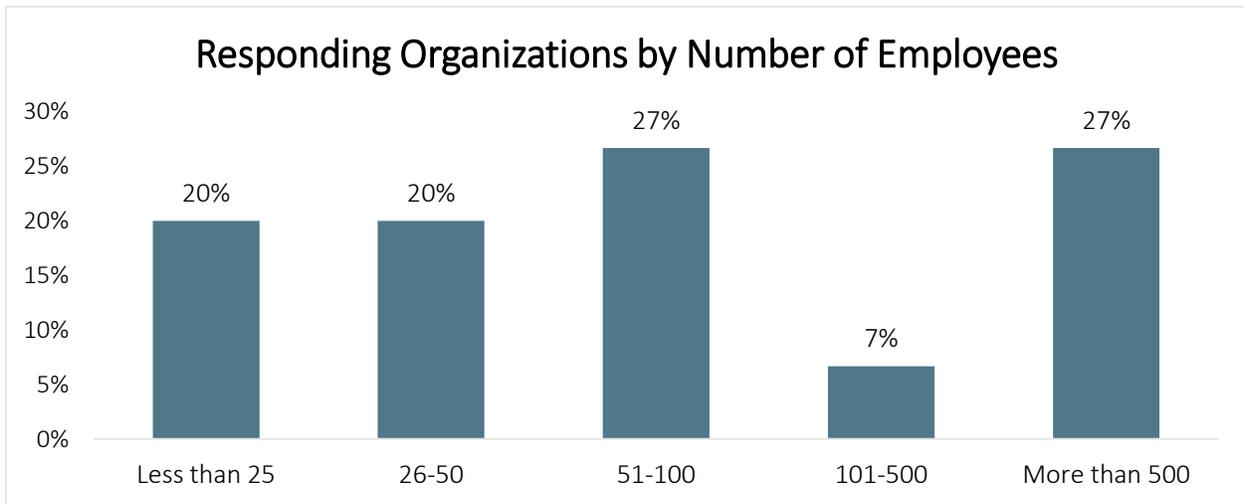
Of the 15 respondents in Livingston County, the majority of companies selected a 5-day work week for those positions that comprised the largest percentage of their company. 6-day had the second highest number of selections with 2 employers indicating this work week period. No other selections were made.



Company Size

The most selections for company size from the responding employers in Livingston County was “More than 500” employees and “51-100” employees, with each having 4 selections. Closely followed behind was “less than 25 employees,” with 3 respondents and “26-50 employees” with also 3 respondents. The least selected employee range was “51-100”.

Number of Employees	Respondents
Less than 25	3
26-50	3
51-100	4
101-500	1
More than 500	4
Total	15



The chart below highlights the distribution of responding organizations by number of employees within each selected industry. As seen, the small sample size of respondents for Livingston County impacted its overall representation by industry. The largest representation comes from the Manufacturing industry, with “51-100” employees.

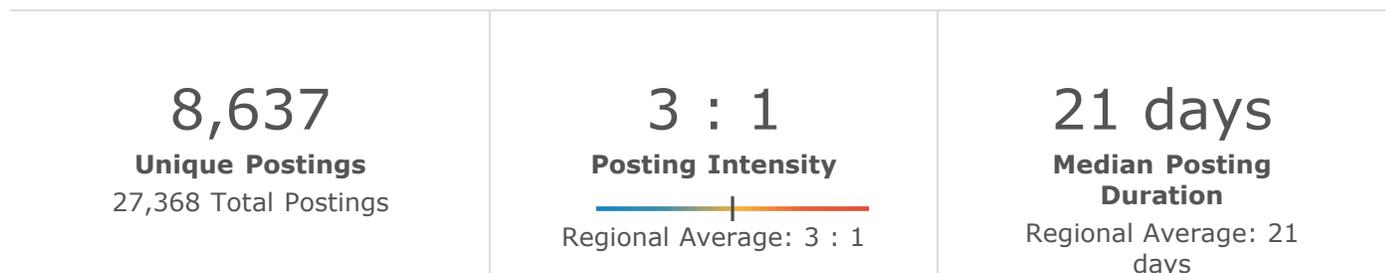
Number of Employees	Manufacturing	Healthcare	Transportation, Distribution, Logistics, & Warehousing	Other	Total
Less than 25	1	0	0	2	3
26-50	0	1	1	1	3
51-100	4	0	0	0	4
101-500	0	1	0	0	1
More than 500	2	0	1	1	4

Wages and Shift Overview

Detailed below are the findings from the survey for Livingston County discussion surrounding wages and shifts. It is important to note roundtable participants shared that while they struggle with increasing their wages and knowing how much they should offer, they have to be responsive to the local market to be competitive, so if Amazon and other large employers are suddenly offering higher starting wages, they often have to increase as well. This can be difficult because companies have internal limitations on how much they can increase wages. It was noted that while understanding wage data is important, employers needed more innovative ways to recruit, retain, and upskill employees. Employers participating in the roundtables shared struggles focused on how else they recruit and retain employees in the tight labor market besides increasing wages, more information on [recruitment](#) and [retention](#) can be found in sections below.

Wages

According to Emsi Job Posting Analytics- Emsi Q4 2021 Data for the region “There were 27,368 total job postings for your selection from October 2020 to September 2021, of which 8,637 were unique. These numbers give us a Posting Intensity of 3-to-1, meaning that for every 3 postings there is 1 unique job posting. There are 1,942 advertised salary observations (22% of the 8,637 matching postings) and had Median Advertised Salary of \$31.20/hr.”



Wage Increases

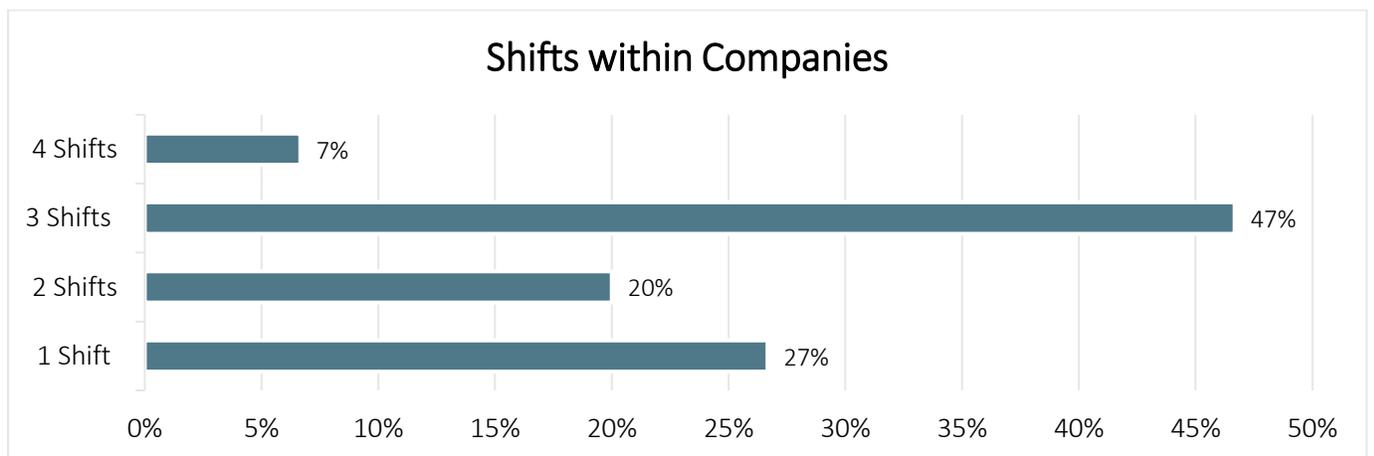
Respondents were asked on the specific time(s) they increased wages after hiring. Out of the 20 total employer responses in Livingston County, several employers selected multiple time options, indicating that there are multiple times available for wage increases. That said, 1-Year was the most common option selected with 7 selections. 3-months and “Other” was the next most selected option with both 5 selections. Common “Other” responses included: performance-based raises/raises after reviews or evaluations, raises after certain completion of trainings, and raises after 60 days or 2months.



Shifts Breakdown

Respondents selected “3 Shifts” as the most common answer to how many shifts were within their company, as 7 companies in Livingston County chose this selection. “1 Shifts” was the next highest selected option, with “2 Shifts” following behind. The “Other” shift option had no selections, while “4 Shifts” had just one. Specific times for working shifts varied considerably, as entries from respondents listed anywhere from 1 – 10+ shift times. That said, 8:00 – 5:00PM was the most common shift time, with many other entries following 8-hour schedules staggered throughout the entire day and night.

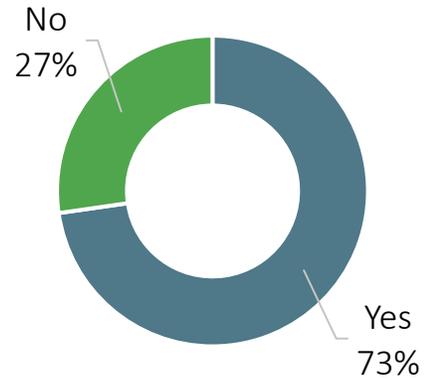
Number of Shifts	Respondents
1 Shift	4
2 Shifts	3
3 Shifts	7
4 Shifts	1
Other	0
Total	15



For the 11 companies that did have more than one shift in Livingston County, 73% offer shift differentials in wages. Company wage differential for each shift varied considerably, with many of the shift differences relying on time of shift and number of shifts taken in a day. Most common were \$0.50 - \$1.50 increases for second shifts taken on, \$1.00 - \$3.00 increases for third shifts, and \$1.00 - \$3.50 increases for midnight/overnights shifts.

Roundtable participants mentioned certain shifts were harder to attract talent for, while other participants discussed that, where possible, they were trying to be flexible about when shifts begin and end to better accommodate employee's schedules. This increase in flexibility was considered a need for both retaining and attracting talent.

Companies Offering Shift Differentials in Wages



BENEFITS AND BONUSES

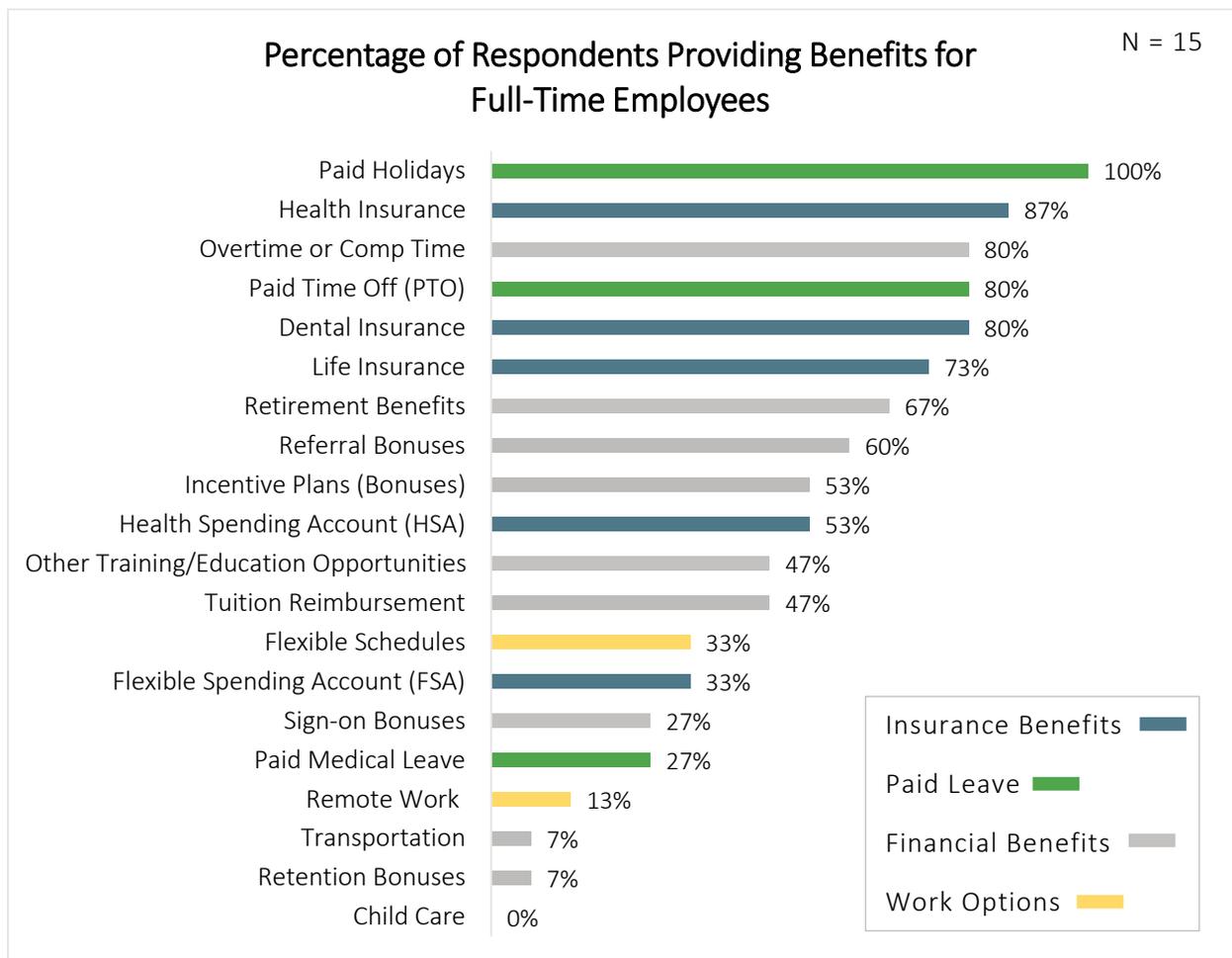
Benefit Analysis – Full-time Employees

Detailed below are the findings from the survey and from the roundtable discussion surrounding benefits.

Benefits questions within this survey can be grouped into four general categories. These categories include:

- Insurance and health benefits – health insurance, life insurance, vision care, disability insurance, etc.
- Paid leave – paid vacation, holiday, and sick leave.
- Financial benefits – profit sharing, contributions to retirement plan, bonus, etc.
- Work options – flexible schedules and remote work

The chart below shows the percent of respondents who indicated they provided these benefits.



Insurance and Health Benefits: Details

Of survey respondents in Livingston County, the majority provided some sort of insurance benefit. Health insurance was the most provided insurance with 87% of respondents providing it. Flexible Spending Accounts (FSAs) were the least provided benefit with 5 employers (33%) selecting this option. Health Spending Accounts (HSAs) were more frequently a benefit and selected by 53% of responders. Dental Insurance was the second most provided insurance with 80% of respondents providing it.

Insurance Benefits for Full-Time Employees		
Benefits	Frequency	Percent
Health Insurance	13	87%
Dental Insurance	12	80%
Life Insurance	11	73%
Health Spending Account (HSA)	8	53%
Flexible Spending Account (FSA)	5	33%

Financial Benefits: Details

Retirement benefits are provided by 80% of company respondents in Livingston County and Overtime or comp time are provided by 67% of respondents. These were the most frequent ways survey respondents provided financial benefits in Livingston County. 60% of respondents did have an incentive plan or provided bonuses to their employees as a financial benefit. Sign-On and Retention bonuses were not as common though, with 47% of respondents offering each. Benefits geared toward education or training are not consistently offered. While 52% of respondents selected, they offer tuition reimbursement, only 27% offer other training or education options. Finally, one employer (7%) offer transportation as a benefit to employees while one offers childcare support.

Financial Benefits for Full-Time Employees		
Benefits	Frequency	Percent
Retirement Benefits	12	80%
Overtime or Comp Time	10	67%
Incentive Plan (Bonuses)	9	60%
Tuition Reimbursement	8	53%
Referral Bonuses	7	47%
Sign-On Bonuses	7	47%
Other Training/Education Opportunities	4	27%
Transportation	1	7%
Child Care	1	7%
Retention Bonuses	0	0%

Paid Leave: Details

All respondents (15) provided paid holidays for employees in Livingston County, while 12 employers (80%) have paid time off. Paid medical leave is offered by 27% of respondents.

Paid Leave for Full-Time Employees		
Benefits	Frequency	Percent
Paid Holidays	15	100%
Paid Time Off (PTO)	12	80%
Paid Medical Leave	4	27%

Work Options: Details

Work options like flexible schedules and remote working are becoming more common in the workplace. 5 employers (33%) offer some type of flexible scheduling, while only 2 employers (13%) offer remote work in Livingston County.

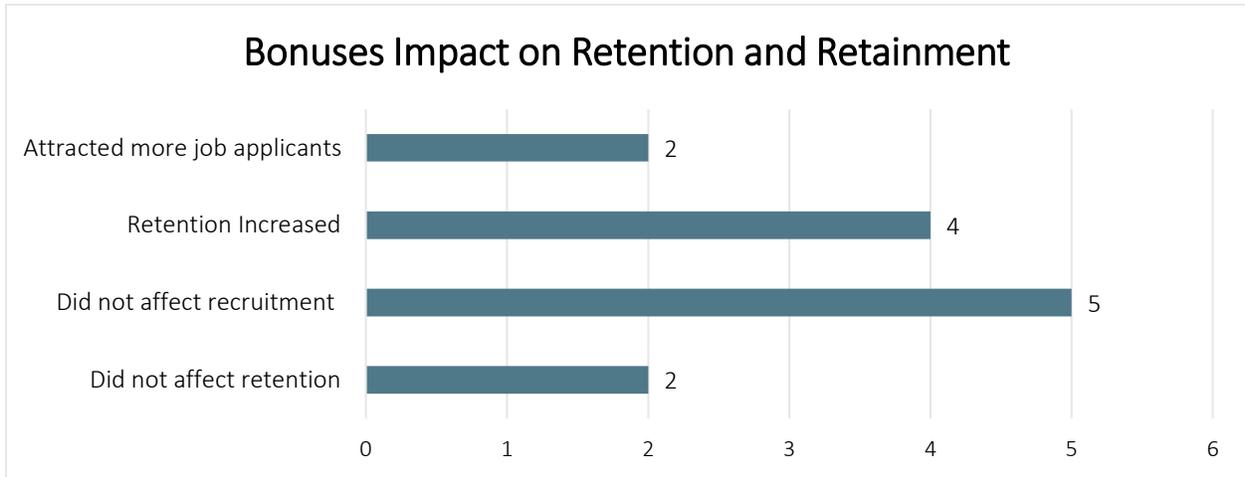
Work Options for Full-Time Employees		
Benefits	Frequency	Percent
Flexible Schedules	5	33%
Remote Work	2	13%

Benefit Analysis – Part-Time Employees

Employers were also asked to complete the same benefit information for part-time employees. Unfortunately, breaking down part-time benefit data for Livingston County could not be done due to insufficient data response (N<10).

Bonuses Analysis

Of the 13 employers in Livingston County who provide bonuses and answered the question “In what ways, if any, has offering bonuses impacted your recruitment or retainment of employees?” most indicated that bonuses “Did not affect recruitment” with 5 selections. The next most selected option was that “Retention increased” with offering bonuses with 4 selections, followed by 2 selections of “Attracted more job applicants,” and 2 selections of “Did not affect retention.” No “Other” selections were made. It is evident the lack of data for Livingston County for this question impacted the results as there is no way to see a clear answer on the true impact on bonuses.



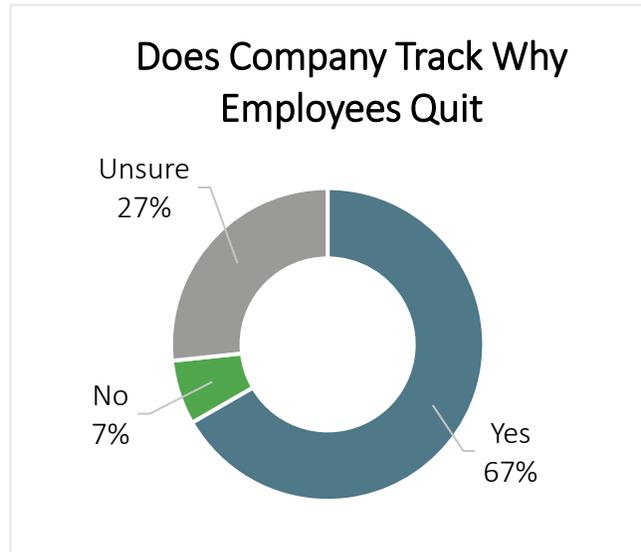
RECRUITING AND RETENTION SURVEY DATA

The information below highlights the findings from the recruitment and retention questions found in the survey. Internal employer tracking of quits and qualitative data for difficulties in attracting/retaining employees and top reasons for employees quitting are found below.

Tracking Quit Rates

Of the 15 respondents to the question “Do you track the reasons why employees quit?” 10 (67%) employers in Livingston County listed “Yes.” A total of 1 employer listed “No,” while 4 employers listed “Unsure.”

If Employer Tracks Why Employees Quit	Frequency
Yes	10
No	1
Unsure	4
Total	15



Difficulties in Attracting/Retaining Employees

Employers were asked whether they faced any difficulties in attracting or retaining employees based on the available wage and benefits offered at their company. As respondents largely faced similar and universal difficulties, industry specific analysis was redundant. From the 11 employers that responded in Livingston County, several listed multiple challenges they are currently facing. As seen, the top two difficulties faced currently for employers is finding qualified applicants and offering higher, more competitive pay. Several employers mentioned that they could not compete with larger competitors offering higher starting salaries. The next highest difficulty faced by employers was job abandonment issues, as many faced concerns with potential employees leaving quickly after starting or not showing up to work after interviewing or onboarding. Other difficulties expressed were physical location challenges.

Reason for Difficulty in Attracting & Retaining Employees	Frequency
Finding Qualified Applicants	5
Pay Too Low	3
Job Abandonment	2
Location Challenges	1

Top Reasons for People Leaving/Quitting Jobs

Many of the difficulties in attracting and retaining employees faced by employers overlap with the same reasons for why employees are leaving and quitting their jobs. As seen, from the 12 respondents in Livingston County, the overwhelming majority of employers listed that better opportunities/higher paying job was the main reason for why employees are leaving. This data coincides with the difficulties expressed by employers, as many listed that they cannot compete with higher salaries being offered. That said, job abandonment was the next highest reason for employees leaving, as many respondents expressed concern that employees leave with little or no communication. Retirement was also listed as a top reason for employees leaving, as the baby boomer generation continues to retire at higher rates.

Reason for Leaving/Quitting Job	Frequency
Better Opportunity/Higher Paying Job	9
Job Abandonment	2
Retirement	2

COMPENSATION BY SECTOR

Healthcare Salary Responses

Below are the average hourly rates given by employers specifically located in Livingston County for each healthcare occupation asked within the survey. In addition to survey respondent data, Emsi Hourly Rates were also added for comparison among survey data. Emsi rates were found using a Compensation Analysis report for each occupation and using the median hourly wage. The occupation data is specific to the four-county region and uses both QCEW and Non-QCEW Employees on Emsi's Q4 2021 Data Set. Additionally, occupations marked with an asterisk (*), are compared with the best fit occupation available, as the specific occupation listed is not directly specified in the Standard Occupational Classification (SOC) System.²⁴

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Physical Therapists	\$50.33	N/A	0
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<i>Other</i>			
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Dietary Workers*	\$28.99	\$13.00	1
Home Health and Personal Care Aides	\$13.39	\$15.00	1
Housekeeping	\$12.07	\$13.00	1
Medical and Health Services Managers	\$49.30	N/A	0

²⁴ Please see Appendix D for further information on best fit occupations

Manufacturing Salary Responses

Below are the average hourly rates given by employers specifically located in Livingston County for each manufacturing occupation asked within the survey. In addition to survey respondent data, Emsi Hourly Rates were also added for comparison among survey data. Emsi rates were found using a Compensation Analysis report for each occupation and using the median hourly wage. The occupation data is specific to the four-county region and uses both QCEW and Non-QCEW Employees on Emsi's Q4 2021 Data Set. Additionally, occupations marked with an asterisk (*), are compared with the best fit occupation available, as the specific occupation listed is not directly specified in the Standard Occupational Classification (SOC) System.²⁵

Average Salaries	Emsi Hourly Rate	Survey Avg. Hourly Rate	Entries
<i>Managers and Supervisors</i>			
Production Supervisors	\$29.65	\$23.91	4
Warehouse Shift Managers*	\$44.13	\$18.75	2
<i>Operators</i>			
Forklift Operators*	\$18.33	\$17.72	3
Production Operators*	\$17.04	\$17.50	3
<i>Other Positions</i>			
CDL-A Truck Drivers	\$23.94	\$19.75	2
Customers Service Representatives	\$16.78	\$19.12	3
General Laborers*	\$14.18	\$16.17	3
Maintenance Mechanics	\$26.81	\$19.58	3
Material Handlers*	\$14.18	\$17.25	2
Warehouse Associates*	\$14.18	\$17.75	2

²⁵ Please see Appendix D for further information on best fit occupations

Transportation, Logistics, and Warehousing

Below are the average hourly rates given by employers specifically located in Livingston County for each transportation, distribution, and logistics occupation asked within the survey. In addition to survey respondent data, Emsi Hourly Rates were also added for comparison among survey data. Emsi rates were found using a Compensation Analysis report for each occupation and using the median hourly wage. The occupation data is specific to the four-county region and uses both QCEW and Non-QCEW Employees on Emsi's Q4 2021 Data Set. Additionally, occupations marked with an asterisk (*), are compared with the best fit occupation available, as the specific occupation listed is not directly specified in the Standard Occupational Classification (SOC) System.²⁶

Average Salaries	Emsi Hourly Rate	Survey Avg. Hourly Rate	Entries
<i>Managers</i>			
General and Operations Managers	\$46.23	\$38.46	1
Transportation, Storage, and Distribution Managers	\$44.13	\$33.65	1
<i>Supervisors</i>			
Mechanics, Installers, and Repairers Supervisors	\$20.56	\$28.85	1
Office and Administrative Support Workers Supervisors	\$18.58	\$28.85	1
Transportation and Material Moving Workers, Supervisors	\$16.14	\$28.85	1
<i>Office Personnel</i>			
Secretaries and Administrative Assistants	\$19.05	\$16.00	1
Shipping, Receiving, and Inventory Clerks	\$16.57	\$16.50	1
Customer Service Representatives	\$16.78	\$17.00	1
Office Personnel Security Guards	\$16.32	\$15.00	1
<i>Other</i>			
Heavy and Tractor-Trailer Truck Drivers	\$23.94	N/A	0
Industrial Engineers	\$41.35	\$48.08	1
Forklift Operators*	\$18.33	\$21.00	1
Laborers and Freight, Stock, and Material Movers, Hand	\$14.18	\$19.00	1
Maintenance and Repair Workers, General	\$20.45	\$18.00	1
<i>Write-In</i>			
Team Leads*	\$31.53	\$21.00	1

²⁶ Please see Appendix D for further information on best fit occupations

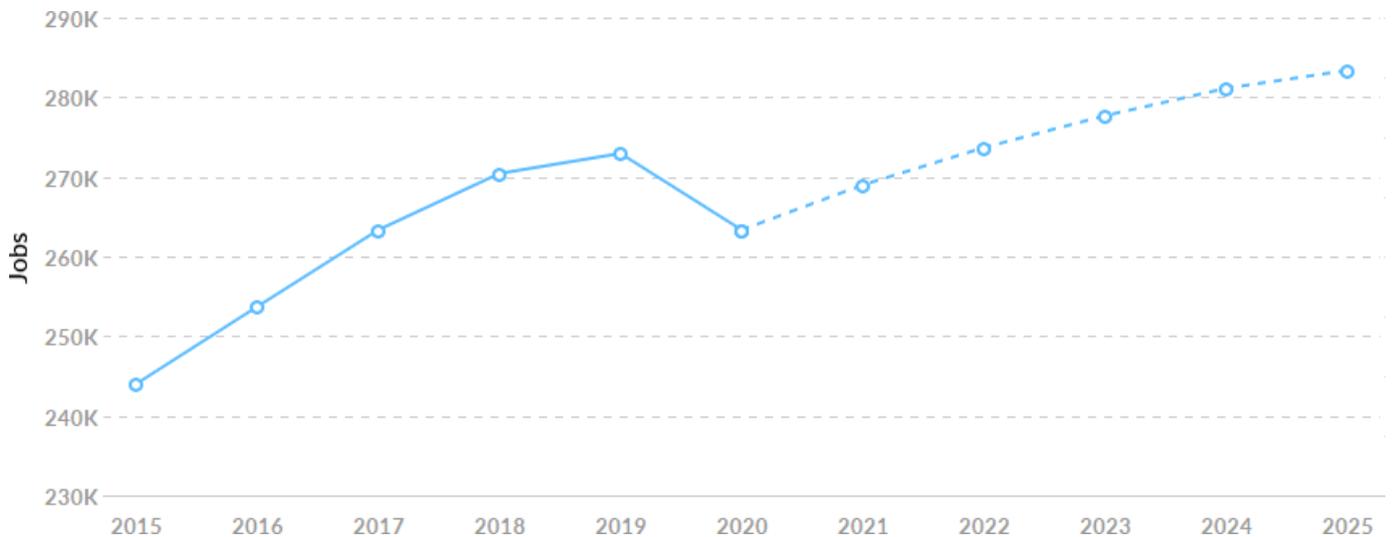
WILL COUNTY OVERVIEW

County Insights from Emsi Burning Glass

In addition to the survey data, this profile also contains data from Emsi Burning Glass data is used to help supplement the survey findings. According to Emsi Burning Glass Economy Overview report for Livingston County “as of 2020 the region's population increased by 0.4% since 2015, growing by 2,901. Population is expected to increase by 0.7% between 2020 and 2025, adding 5,067.”



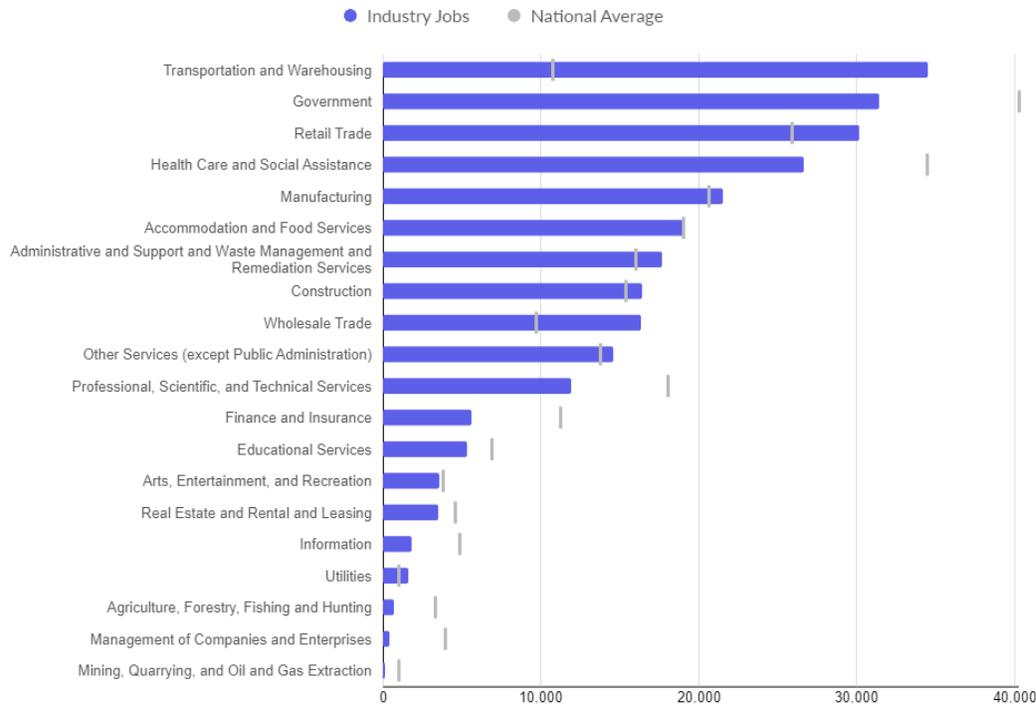
“From 2015 to 2020, jobs increased by 7.9% in Will County, IL from 243,982 to 263,340. This change outpaced the national growth rate of 0.0% by 7.9%.”



Source: Emsi Burning Glass 2021

The largest industries in Will County include Transportation and Warehousing, Government, Retail Trade, Manufacturing, and Health Care and Social Assistance. The chart below uses Emsi Burning Glass data to compare Will County's industry jobs compared to the national average.

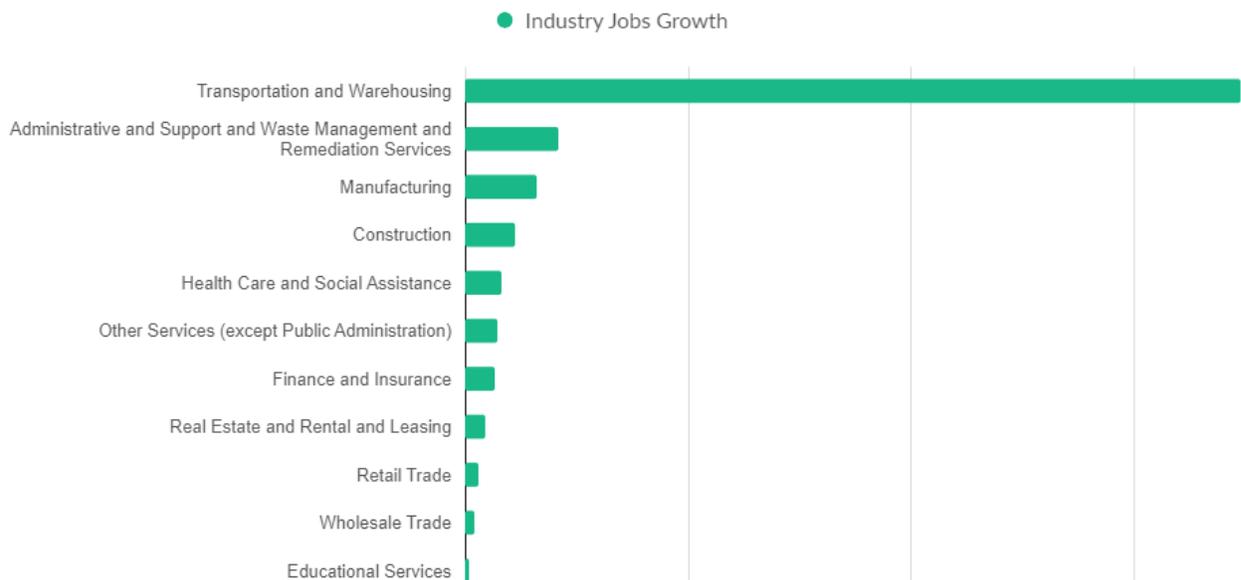
Largest Industries



Source: Emsi Burning Glass 2021

As shown in the chart below, the Top Growing Industries for Will County Transportation and Warehousing far surpasses other industry jobs in terms of growth.

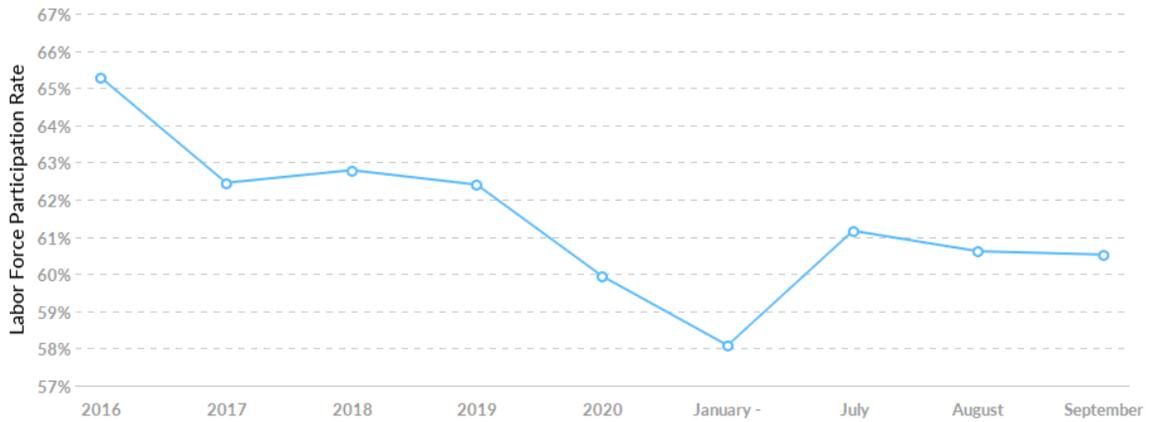
Top Growing Industries



Source: Emsi Burning Glass 2021

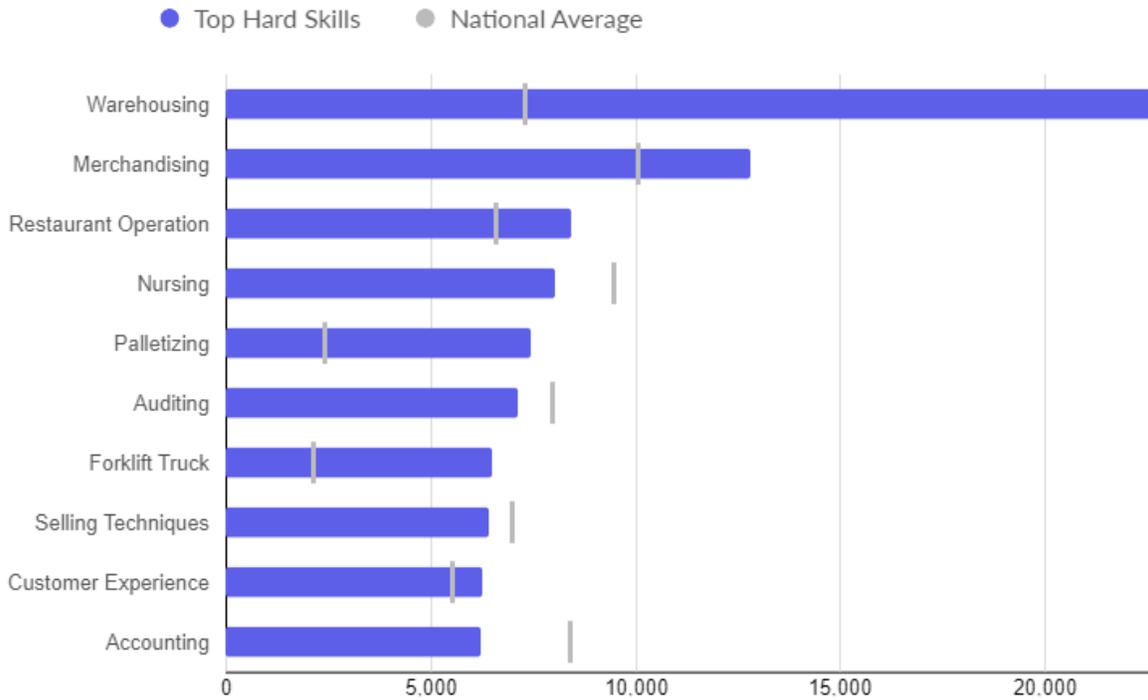
“As the number of jobs increased, the labor force participation rate decreased from 68.5% to 62.7% between 2015 and 2020.”

Labor Force Participation Rate Trends



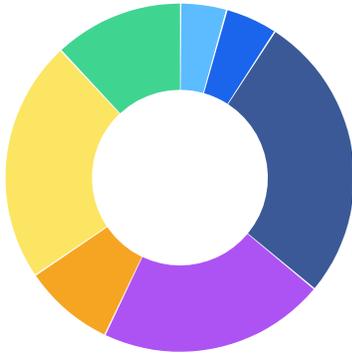
Source: Emsi Burning Glass 2021

For Will County, the Top Hard Skills listed in job postings are warehousing, merchandising, restaurant operation, and nursing.



Source: Emsi Burning Glass 2021

“22.5% of Will County, IL residents possess a Bachelor's Degree (2.4% above the national average), and 8.5% hold an Associate's Degree (0.1% below the national average).”



	% of Population	Population
● Less Than 9th Grade	4.3%	19,632
● 9th Grade to 12th Grade	4.8%	22,206
● High School Diploma	26.8%	123,469
● Some College	21.1%	97,000
● Associate's Degree	8.5%	103,438
● Bachelor's Degree	22.5%	103,438
● Graduate Degree and Higher	12.0%	55,342

Source: Emsi Burning Glass 2021

SURVEY ANALYSIS & ROUNDTABLE RESULTS

Summary of Demographics

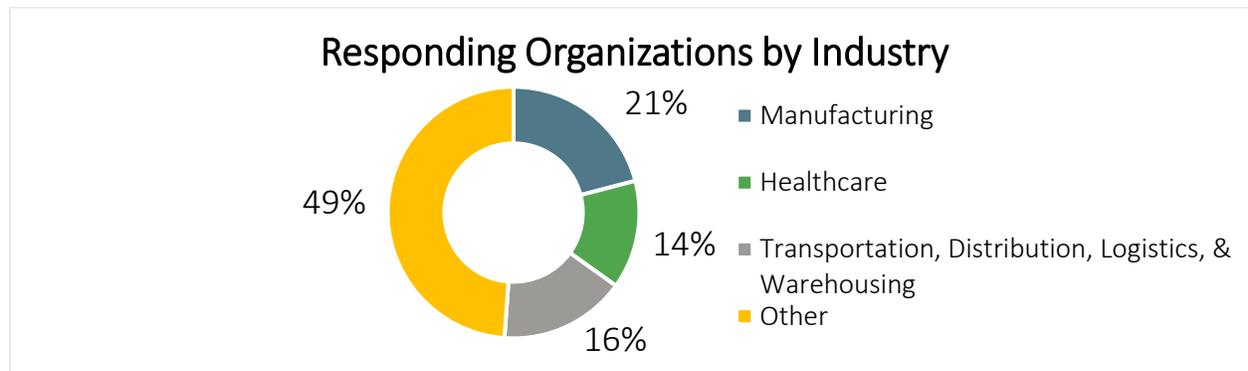
Organizations by County

Of the 88 unique survey completers²⁷, respondents selected which county/ies their company resided in. The geographic scope of this analysis is focused solely on employers in Will County, or employers who selecting having at least one location in Will County. 43 of the 88 respondents (49%), selected their company is located or has at least one location within the Will County.²⁸ 12 of the 43 employers selected having locations within multiple counties, while the remaining 41 companies solely had one location in Will County. For the purpose of this analysis, all employers who selected Will County are included, regardless of how many other locations they may have. With that in mind, Will County recorded the highest company representation out of any of the four counties in the survey.

Organizations by Industry

The “Other” Industry selection was the most selected during the survey for Will County employers, with 21 respondents. Several industries written in included: Contractors, Non-Profit, Hospitality, Construction, Government/Municipality, Financial Services/Banking, Real Estate, Engineering, and several others.²⁹ Manufacturing was the next highest selected industry with 9 respondents, representing a 21% share.³⁰ The Healthcare industry had a total of 6 respondents, while the Transportation, Distribution, Logistics, and Warehousing industry comprised of 7 respondents, or a 16% share.

Industry	Respondents
Manufacturing	9
Healthcare	6
Transportation, Distribution, Logistics, & Warehousing	7
Other	21
Total	43



²⁷ Unique completions found after cleaning and cutting data. Deletions included no responses, duplicates that were by the same respondent, and partial responses that did not have significant data.

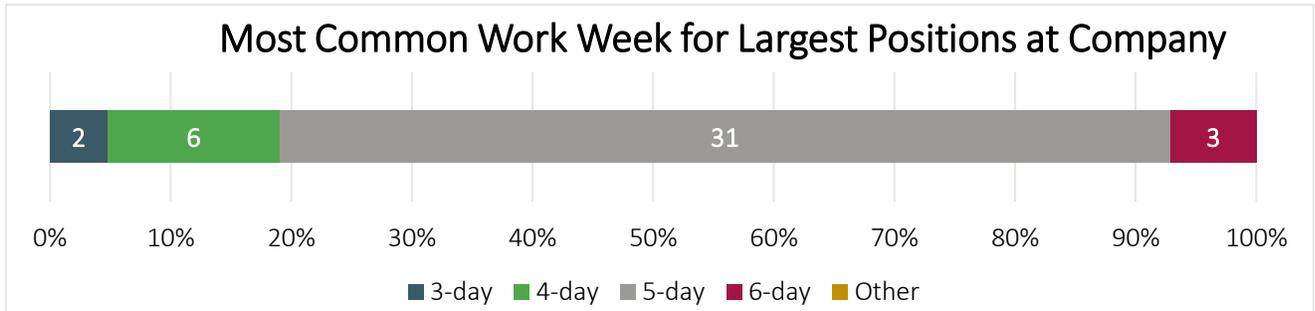
²⁸ One company had two separate responses, while responses were unique for salary/benefit data, their demographic information was the same and in turn both responses were not used for location analysis.

²⁹ A complete list of all write in “Other” Industries can be found in the “Other Write-In” Position Section.

³⁰ One company had two separate responses, while responses were unique for salary/benefit data, their demographic information was the same and in turn both responses were not used for industry analysis.

Work Week

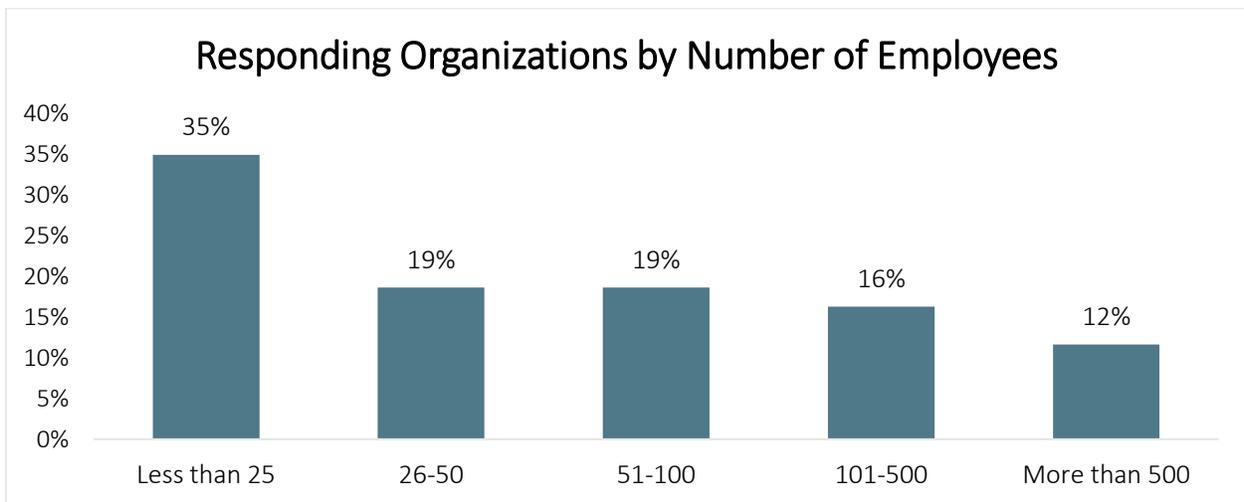
Of the 42 respondents in Will County, the majority of companies selected a 5-day work week for those positions that comprised the largest percentage of their company. 4-day work week had the second highest number of selections with 6, while 6-day (3 selections) and 3-day (2 selections) followed. The “Other” selection did not have any inputs.



Company Size

The highest number of responding organizations selected having “less than 25 employees,” with 15 respondents (35%), selecting this range in Will County. The “26-50” and “51-100” employee range were next highest, with both having 8 selections (19%). “101-500” employees had the next highest selected employee range with 7 selections (16%) of all responses. Finally, “More than 500” employees was the least selected option with only 5 companies (12%) of all respondents indicating their company falls in this range.³¹

Number of Employees	Respondents
Less than 25	15
26-50	8
51-100	8
101-500	7
More than 500	5
Total	43



³¹ One company had two separate responses, while responses were unique for salary/benefit data, their demographic information was the same and in turn both responses were not used for Employee analysis.

The chart below highlights the distribution of responding organizations by number of employees within each selected industry in Will County. As seen, the Manufacturing and the Transportation, Distribution, Logistics, and Warehousing industries are well represented in each employee size range, while the Healthcare industry is more heavily favored in the “26-50” size. Probably the most significant finding is the large representation of “Less than 25” employees in the “Other” industry, which accounts for roughly half of all companies in the size range.

Number of Employees	Manufacturing	Healthcare	Transportation, Distribution, Logistics, & Warehousing	Other	Total
Less than 25	3	1	1	10	15
26-50	2	3	1	2	8
51-100	1	1	2	4	8
101-500	2	0	2	3	7
More than 500	2	1	1	2	5

Wages and Shift Overview

Detailed below are the findings from the survey for Will County discussion surrounding wages and shifts. It is important to note roundtable participants shared that while they struggle with increasing their wages and knowing how much they should offer, they have to be responsive to the local market to be competitive, so if Amazon and other large employers are suddenly offering higher starting wages, they often have to increase as well. This can be difficult because companies have internal limitations on how much they can increase wages. It was noted that while understanding wage data is important, employers needed more innovative ways to recruit, retain, and upskill employees. Employers participating in the roundtables shared struggles focused on how else they recruit and retain employees in the tight labor market besides increasing wages, more information on [recruitment](#) and [retention](#) can be found in sections below.

Wages

According to Emsi Job Posting Analytics- Emsi Q4 2021 Data for the region “there were 478,278 total job postings for your selection from October 2020 to September 2021, of which 103,292 were unique. These numbers give us a Posting Intensity of 5-to-1, meaning that for every 5 postings there is 1 unique job posting. There are 18,464 advertised salary observations (18% of the 103,292 matching postings) and had Median Advertised Salary of \$24.06/hr.”

<p>103,292 Unique Postings 478,278 Total Postings</p>	<p>5 : 1 Posting Intensity  Regional Average: 5 : 1</p>	<p>30 days Median Posting Duration Regional Average: 30 days</p>
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Wage Increases

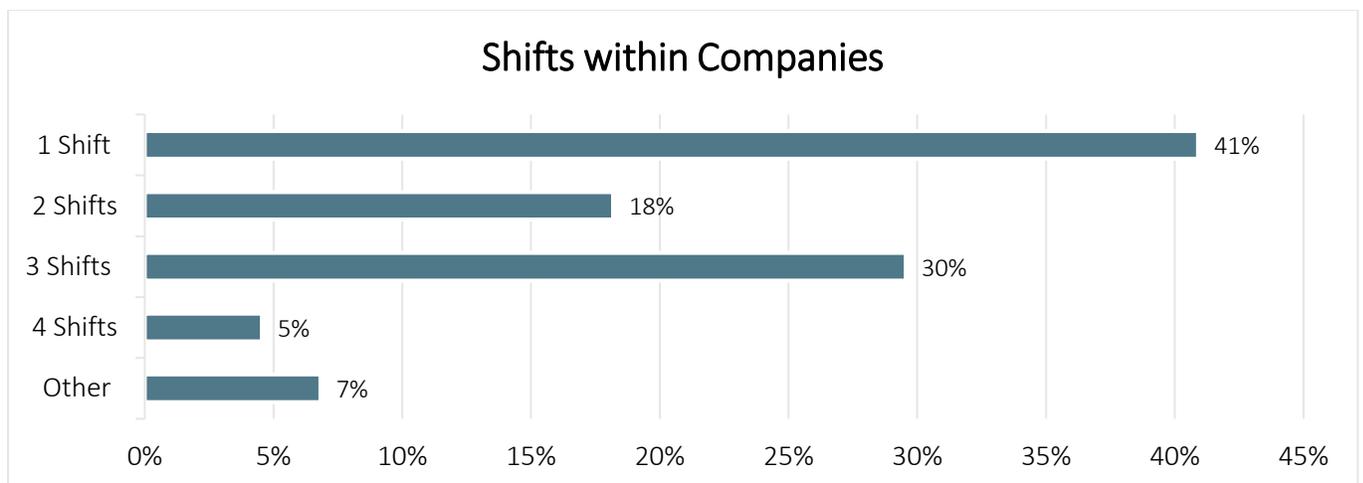
Respondents were asked on the specific time(s) they increased wages after hiring. Out of the 55 total employer responses in Will County, several employers selected multiple time options, indicating that there are multiple times available for wage increases. That said, 1-Year was the most common option selected with 30 selections. 6-months was the next most selected option (9) followed by 3-months (7) and Other (7). Common “Other” responses included: performance-based raises/raises after reviews or evaluations, raises after certain completion of trainings, and raises varies widely/ dependent on market conditions.



Shifts Breakdown

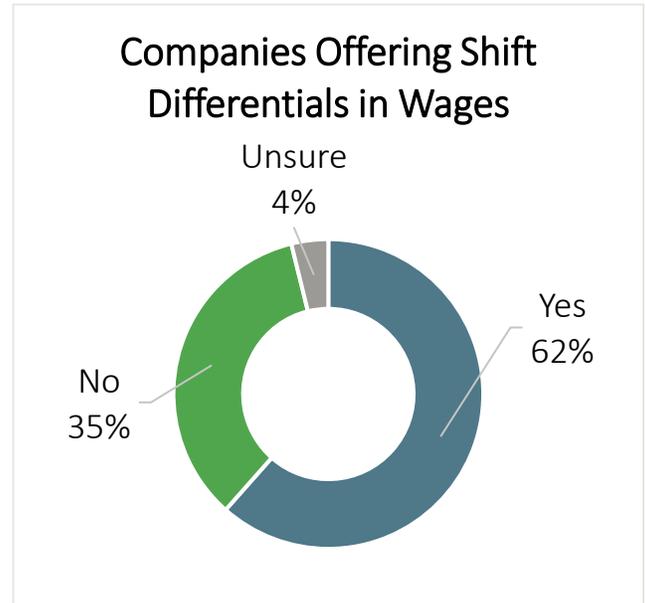
Respondents selected “1 Shift” as the most common answer to how many shifts were within their company, as 18 companies chose this selection in Will County. “3 Shifts” was the next highest selected option, with “2 Shifts” following behind. The “Other” shift option had 3 selections, with two respondents indicating their company had 5+ shifts, and one indicating shifts have varying start times depending on program type. Specific times for working shifts varied considerably, as entries from respondents listed anywhere from 1 – 10+ shift times. That said, 8:00 – 5:00PM was the most common shift time, with many other entries following 8-hour schedules staggered throughout the entire day and night.

Number of Shifts	Respondents
1 Shift	18
2 Shifts	8
3 Shifts	13
4 Shifts	2
Other	3
Total	88



For the 26 companies that did have more than one shift in Will County, 62% offer shift differentials in wages. Company wage differential for each shift varied considerably, with many of the shift differences relying on time of shift and number of shifts taken in a day. Most common were \$0.50 - \$1.50 increases for second shifts taken on, \$1.00 - \$3.00 increases for third shifts, and \$1.00 - \$3.50 increases for midnight/overnights shifts.

Roundtable participants mentioned certain shifts were harder to attract talent for, while other participants discussed that, where possible, they were trying to be flexible about when shifts begin and end to better accommodate employee's schedules. This increase in flexibility was considered a need for both retaining and attracting talent.



BENEFITS AND BONUSES

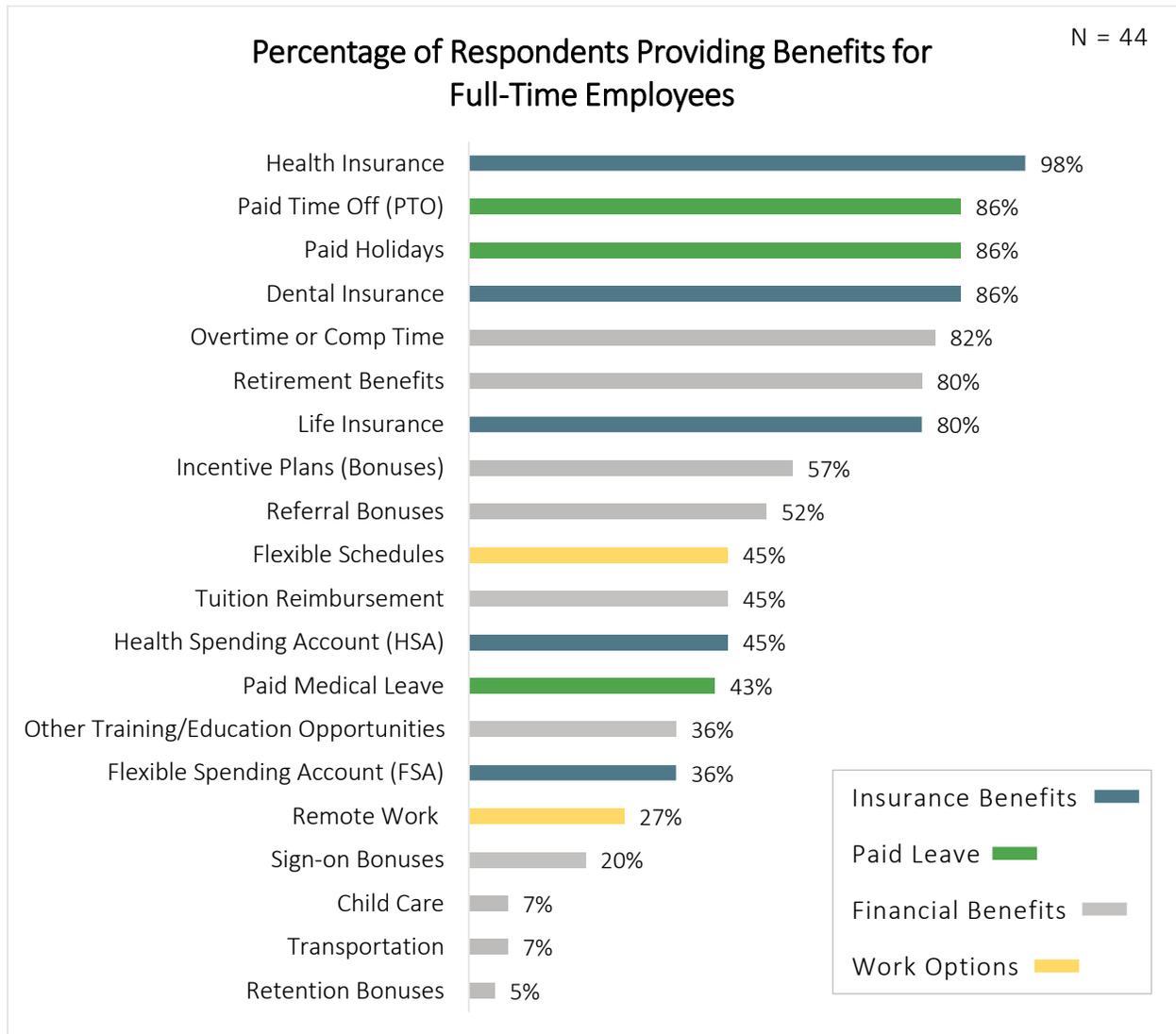
Benefit Analysis – Full-time Employees

Detailed below are the findings from the survey and from the roundtable discussion surrounding benefits.

Benefits questions within this survey can be grouped into four general categories. These categories include:

- Insurance and health benefits – health insurance, life insurance, vision care, disability insurance, etc.
- Paid leave – paid vacation, holiday, and sick leave.
- Financial benefits – profit sharing, contributions to retirement plan, bonus, etc.
- Work options – flexible schedules and remote work

The chart below shows the percent of respondents who indicated they provided these benefits.



Insurance and Health Benefits: Details

Of survey respondents in Will County, the majority provided some sort of insurance benefit. Health insurance was the most provided insurance with 98% of respondents providing it. Flexible Spending Accounts (FSAs) were the least provided benefit with 16 employers (36%) selecting this option. Health Spending Accounts (HSAs) were more frequently a benefit and selected by 45% of responders. Dental Insurance was the second most provided insurance with 86% of respondents providing it.

Insurance Benefits for Full-Time Employees		
Benefits	Frequency	Percent
Health Insurance	43	98%
Dental Insurance	38	86%
Life Insurance	35	80%
Health Spending Account (HSA)	20	45%
Flexible Spending Account (FSA)	16	36%

Financial Benefits: Details

Overtime or comp time is provided by 82% of respondents in Will County and retirement benefits is provided by 80% of respondents. These were the most frequent ways survey respondents provided financial benefits. 57% of respondents did have an incentive plan or provided bonuses to their employees as a financial benefit. Sign-On and Retention bonuses were not as common though, with 20% of respondents offering Sign-On and just 5% offering Retention bonuses. Benefits geared toward education or training are not consistently offered. Only 45% of respondents selected they offer tuition reimbursement and 36% offer other training or education options. Finally, three employers (7%) each offer transportation and childcare support as a benefit to employees.

Financial Benefits for Full-Time Employees		
Benefits	Frequency	Percent
Overtime or Comp Time	36	82%
Retirement Benefits	35	80%
Incentive Plan (Bonuses)	25	57%
Referral Bonuses	23	52%
Tuition Reimbursement	20	45%
Other Training/Education Opportunities	16	36%
Sign-On Bonuses	9	20%
Transportation	3	7%
Child Care	3	7%
Retention Bonuses	2	5%

Paid Leave: Details

A large majority of respondents (86%) provided paid holidays in Will County, while 38 employers (86%) also have paid time off. Paid medical leave is offered by 43% of respondents.

Paid Leave for Full-Time Employees		
Benefits	Frequency	Percent
Paid Holidays	38	86%
Paid Time Off (PTO)	38	86%
Paid Medical Leave	19	43%

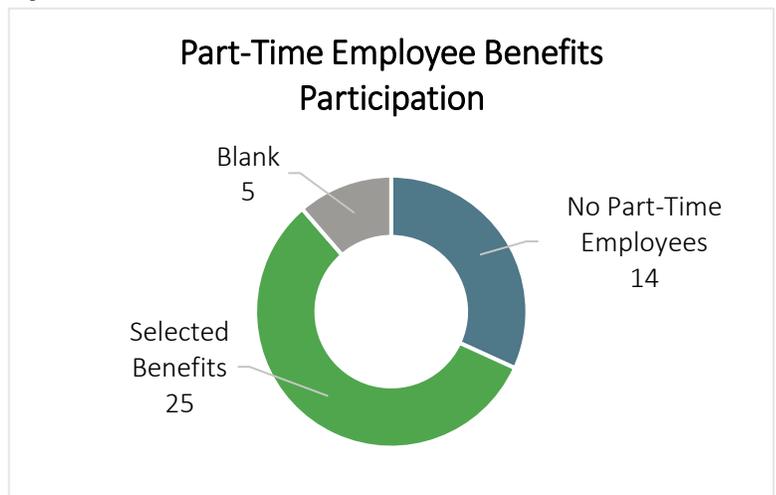
Work Options: Details

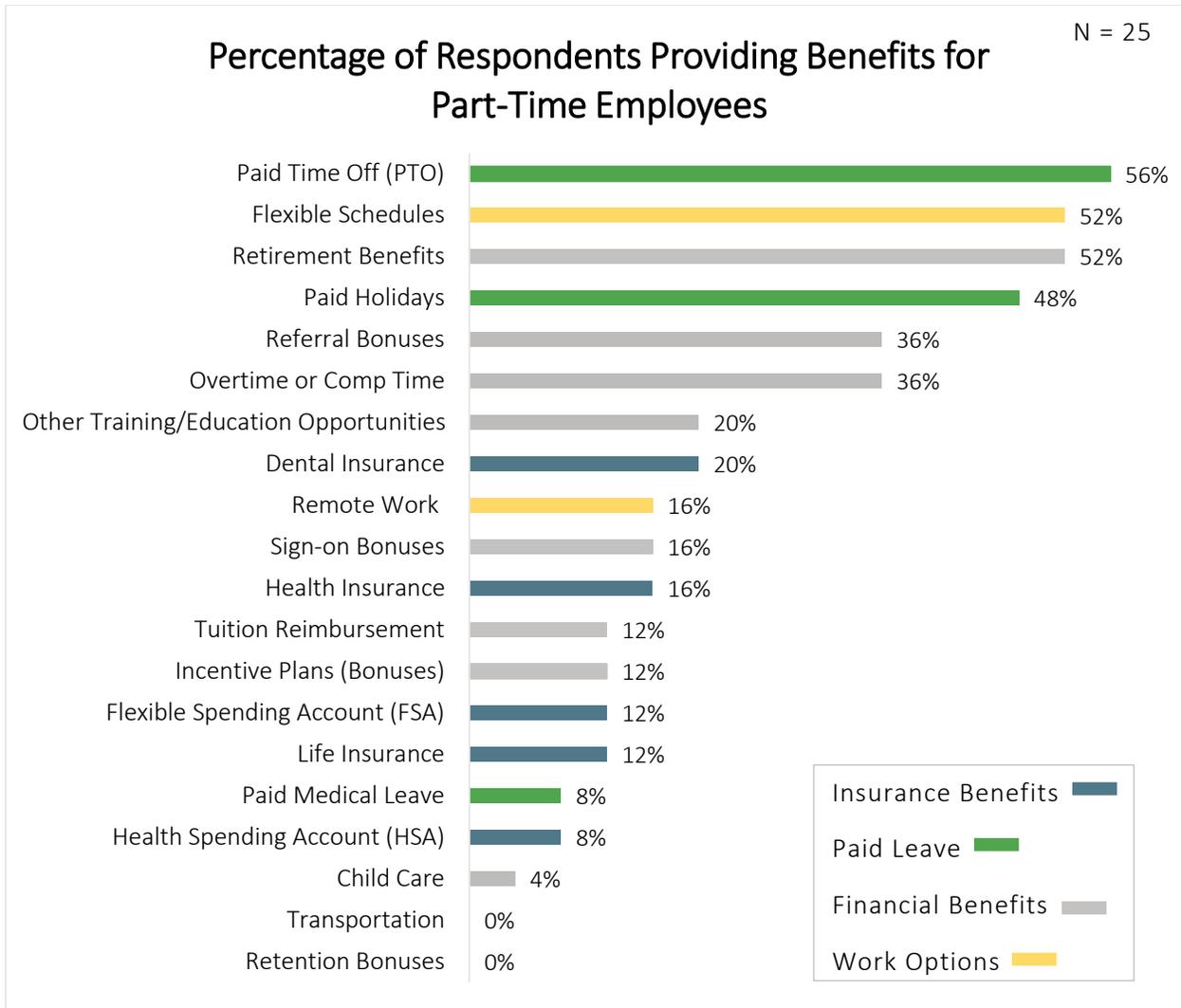
Work options like flexible schedules and remote working are becoming more common in the workplace. 20 employers (45%) offer some type of flexible scheduling, while 12 employers (27%) offer remote work in Will County.

Work Options for Full-Time Employees		
Benefits	Frequency	Percent
Flexible Schedules	20	45%
Remote Work	12	27%

Benefit Analysis – Part-Time Employees

Employers were also asked to complete the same benefit information for part-time employees. 14 employers (32%) selected they did not have part-time employees and 5 employers (11%) left the section blank. This left the remaining 25 employers (57%) to provide information on what benefits they may offer in Will County. As shown in the graph below, PTO was the benefit most often selected by the employers.





Insurance and Health Benefits: Details

Of survey respondents in Will County, part-time employees receive significantly less insurance benefits than their full-time counterparts. That said, Dental insurance was the most provided insurance with 20% of respondents providing it. Health Spending Accounts were the least provided benefit with 2 employers (8%) selecting this option.

Insurance Benefits for Part-Time Employees		
Benefits	Frequency	Percent
Dental Insurance	5	20%
Health Insurance	4	16%
Life Insurance	3	12%
Flexible Spending Account (FSA)	3	6%
Health Spending Account (HSA)	2	8%

Financial Benefits: Details

Retirement benefits were the most frequently selected benefit with 13 (52%) employers who offer it for part-time employees in Will County. Overtime or Comp Time, as well as Referral Bonuses, both were the next highest selected benefit with 9 (36%) of employers offering these benefits to part-time employees. No employers offered transportation or retention bonuses to part-time employees.

Financial Benefits for Part-Time Employees		
Benefits	Frequency	Percent
Retirement Benefits	13	52%
Overtime or Comp Time	9	36%
Referral Bonuses	9	36%
Other Training/Education Opportunities	5	20%
Sign-on Bonuses	4	16%
Incentive Plans (Bonuses)	3	12%
Tuition Reimbursement	3	12%
Child Care	1	4%
Transportation	0	0%
Retention Bonuses	0	0%

Paid Leave: Details

More than half of respondents who have part-time employees provided paid time off (PTO), while 12 employers (48%) have paid holidays. Paid medical leave is offered by just 8% of respondents for part-time employees in Will County.

Paid Leave for Part-Time Employees		
Benefits	Frequency	Percent
Paid Time Off (PTO)	14	56%
Paid Holidays	12	48%
Paid Medical Leave	2	8%

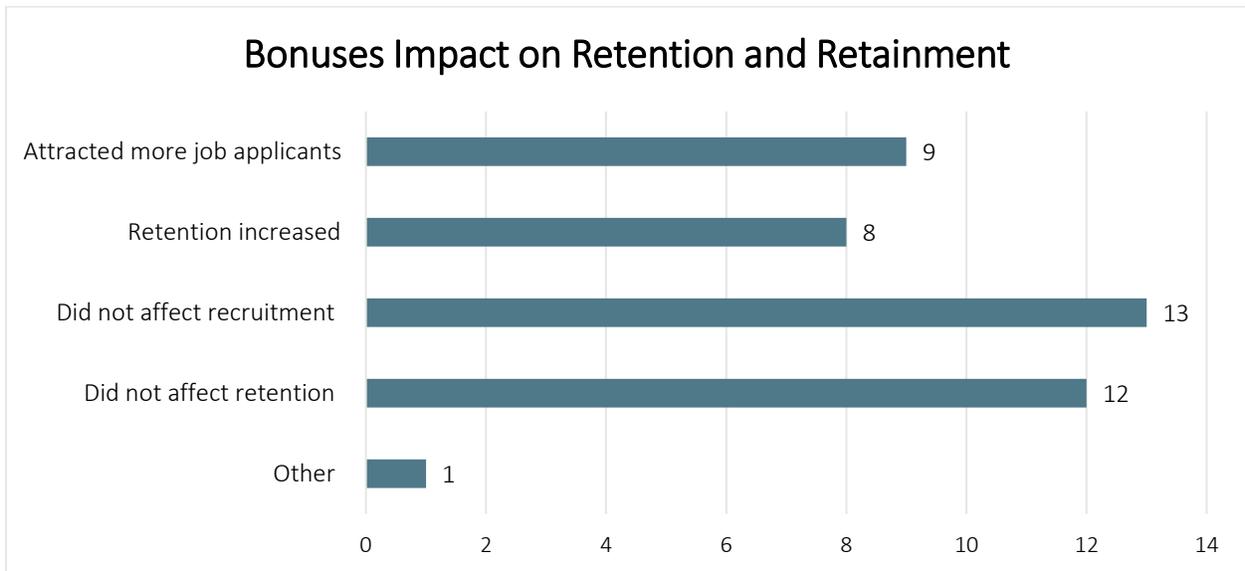
Work Options: Details

Work options like flexible schedules and remote working were more common for part-time employees than full time. Specifically, 52% of employers offer some type of flexible scheduling for part-time employees, while only 4 employers (16%) offer remote work in Will County.

Work Options for Part-Time Employees		
Benefits	Frequency	Percent
Flexible Schedules	13	52%
Remote Work	4	16%

Bonuses Analysis

Of the 43 employers in Will County who provide bonuses and answered the question “In what ways, if any, has offering bonuses impacted your recruitment or retention of employees?” the most selected answer was that bonuses “Did not affect recruitment” with 13 selections. The next most selected option was that bonuses “Did not affect retention” with 12 selections, followed by 9 selections of “Attracted more job applicants,” and 8 selections of “Retention increased.” There were 1 “Other” selections, with one respondent indicating that bonuses improve morale.



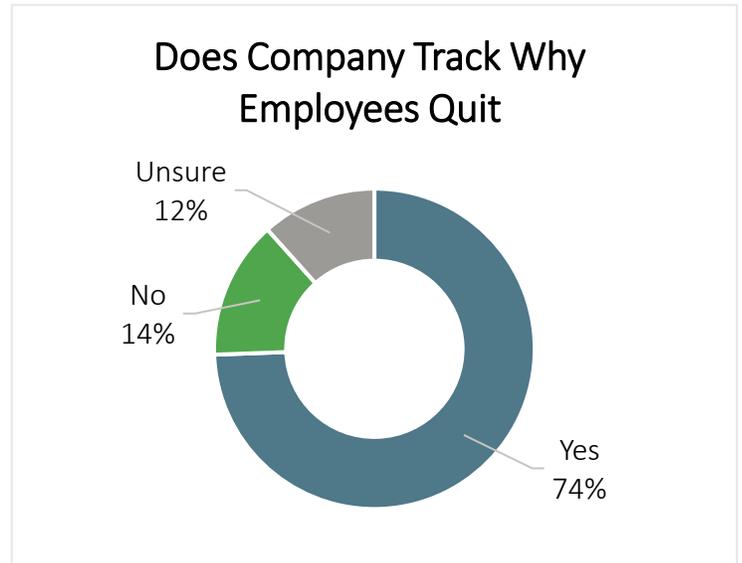
RECRUITING AND RETENTION SURVEY DATA

The information below highlights the findings from the recruitment and retention questions found in the survey. Internal employer tracking of quits and qualitative data for difficulties in attracting/retaining employees and top reasons for employees quitting are found below.

Tracking Quit Rates

Of the 43 respondents to the question “Do you track the reasons why employees quit?” 32 (74%) employers in Will County listed “Yes.” A total of 6 employers listed “No,” while 5 employers listed “Unsure.”

If Employer Tracks Why Employees Quit	Frequency
Yes	32
No	6
Unsure	5
Total	43



Difficulties in Attracting/Retaining Employees

Employers were asked whether they faced any difficulties in attracting or retaining employees based on the available wage and benefits offered at their company. As respondents largely faced similar and universal difficulties, industry specific analysis was redundant. From the 31 employers in Will County that responded, several listed multiple challenges they are currently facing. As seen, the top two difficulties faced currently for employers is finding qualified applicants and offering higher, more competitive pay. Several employers mentioned that they could not compete with larger competitors offering higher starting salaries. The next highest difficulty faced by employers was job abandonment issues, as many faced concerns with potential employees leaving quickly after starting or not showing up to work after interviewing or onboarding. Other difficulties expressed general competition in the area, location challenges, and lack of flexible schedules.

Reason for Difficulty in Attracting & Retaining Employees	Frequency
Finding Qualified Applicants	13
Pay Too Low	9
Job Abandonment	5
Motivation to Work/Apply	4
Competition in Area	1
Location Challenges	1
Lack of Flexible Schedules	1

Several employers mentioned that they could not compete with larger competitors offering higher starting salaries. The next highest difficulty faced by employers was job abandonment issues, as many faced concerns with potential employees leaving quickly after starting or not showing up to work after interviewing or onboarding. Other difficulties expressed general competition in the area, location challenges, and lack of flexible schedules.

Top Reasons for People Leaving/Quitting Jobs

Many of the difficulties in attracting and retaining employees faced by employers overlap with the same reasons for why employees are leaving and quitting their jobs. As seen, from the 38 respondents in Will County, the overwhelming majority of employers listed that better opportunities/higher paying job was the main reason for why employees are leaving. This data coincides with the difficulties expressed by employers, as many listed that they cannot compete with higher salaries being offered. That said, job abandonment was the next highest reason for employees leaving, as many respondents expressed concern that employees leave with little or no communication. Retirement was also listed as a top reason for employees leaving, as the baby boomer generation continues to retire at higher rates. Finally, a mismatch in culture/fit was listed as a reason for employees leaving as well as.

Reason for Leaving/Quitting Job	Frequency
Better Opportunity/Higher Paying Job	23
Job Abandonment	7
Retirement	3
Not a Good Fit/Culture Mismatch	2

COMPENSATION BY SECTOR

Healthcare Salary Responses

Below are the average hourly rates given by employers specifically located in Will County for each healthcare occupation asked within the survey. In addition to survey respondent data, Emsi Hourly Rates were also added for comparison among survey data. Emsi rates were found using a Compensation Analysis report for each occupation and using the median hourly wage. The occupation data is specific to the four-county region and uses both QCEW and Non-QCEW Employees on Emsi's Q4 2021 Data Set. Additionally, occupations marked with an asterisk (*), are compared with the best fit occupation available, as the specific occupation listed is not directly specified in the Standard Occupational Classification (SOC) System.³²

Average Salaries	Emsi Hourly Rate	Survey Avg. Hourly Rate	Entries
<i>Office Personnel</i>			
Medical Secretaries and Administrative Assistants	\$18.20	\$14.88	4
Customer Service Representatives	\$16.78	\$15.67	3
<i>Nurses and Medical Assistants</i>			
Licensed Practical Nurses	\$26.28	\$25.33	3
Registered Nurses	\$33.93	\$29.00	4
Nursing Assistants	\$14.29	\$14.50	2
Medical Assistants	\$18.15	N/A	0
<i>Therapists and Social Workers</i>			
Occupational Therapists	\$46.35	N/A	0
Physical Therapists	\$50.33	N/A	1
Mental Health and Substance Abuse Social Workers	\$22.64	\$14.00	1
<i>Other</i>			
Clinical Laboratory Technologists and Technicians	\$23.93	N/A	0
Dietary Workers*	\$28.99	\$13.25	2
Home Health and Personal Care Aides	\$13.39	\$13.44	4
Housekeeping	\$12.07	\$13.25	2
Medical and Health Services Managers	\$49.30	\$20.50	2

³² Please see Appendix D for further information on best fit occupations

Manufacturing Salary Responses

Below are the average hourly rates given by employers specifically located in Will County for each manufacturing occupation asked within the survey. In addition to survey respondent data, Emsi Hourly Rates were also added for comparison among survey data. Emsi rates were found using a Compensation Analysis report for each occupation and using the median hourly wage. The occupation data is specific to the four-county region and uses both QCEW and Non-QCEW Employees on Emsi's Q4 2021 Data Set. Additionally, occupations marked with an asterisk (*), are compared with the best fit occupation available, as the specific occupation listed is not directly specified in the Standard Occupational Classification (SOC) System.³³

Average Salaries	Emsi Hourly Rate	Survey Avg. Hourly Rate	Entries
<i>Managers and Supervisors</i>			
Production Supervisors	\$29.65	\$30.27	6 ³⁴
Warehouse Shift Managers*	\$44.13	\$29.25	3
<i>Operators</i>			
Forklift Operators*	\$18.33	\$18.00	4
Production Operators*	\$17.04	\$17.56	9
<i>Other Positions</i>			
CDL-A Truck Drivers	\$23.94	\$15.00	1
Customers Service Representatives	\$16.78	\$20.67	3 ³⁵
General Laborers*	\$14.18	\$15.67	6
Maintenance Mechanics	\$26.81	\$27.88	4 ³⁶
Material Handlers*	\$14.18	\$17.25	4
Warehouse Associates*	\$14.18	\$16.00	4
<i>Write-In</i>			
Press Operators	\$16.88	\$23.00	1
Team Leader (Assembly/Production)*	\$17.04	\$23.16	1

³³ Please see Appendix D for further information on best fit occupations

³⁴ One submission was not included due to likely user error (\$/hr. < \$5)

³⁵ One submission was not included due to likely user error (\$/hr. < \$5)

³⁶ One submission was not included due to likely user error (\$/hr. < \$5)

Transportation, Logistics, and Warehousing

Below are the average hourly rates given by employers specifically located in Will County for each transportation, distribution, and logistics occupation asked within the survey. In addition to survey respondent data, Emsi Hourly Rates were also added for comparison among survey data. Emsi rates were found using a Compensation Analysis report for each occupation and using the median hourly wage. The occupation data is specific to the four-county region and uses both QCEW and Non-QCEW Employees on Emsi's Q4 2021 Data Set. Additionally, occupations marked with an asterisk (*), are compared with the best fit occupation available, as the specific occupation listed is not directly specified in the Standard Occupational Classification (SOC) System.³⁷

Average Salaries	Emsi Hourly Rate	Survey Avg. Hourly Rate	Entries
<i>Managers</i>			
General and Operations Managers	\$46.23	\$47.93	5
Transportation, Storage, and Distribution Managers	\$44.13	\$39.95	5
<i>Supervisors</i>			
Mechanics, Installers, and Repairers Supervisors	\$20.56	\$35.62	3
Office and Administrative Support Workers Supervisors	\$18.58	\$26.92	2
Transportation and Material Moving Workers, Supervisors	\$16.14	\$28.34	4
<i>Office Personnel</i>			
Secretaries and Administrative Assistants	\$19.05	\$17.00	2
Shipping, Receiving, and Inventory Clerks	\$16.57	\$17.78	5
Customer Service Representatives	\$16.78	\$18.54	4
Office Personnel Security Guards	\$16.32	\$15.00	1
<i>Other</i>			
Heavy and Tractor-Trailer Truck Drivers	\$23.94	\$21.33	4 ³⁸
Industrial Engineers	\$41.35	\$42.07	2
Forklift Operators*	\$18.33	\$18.07	6
Laborers and Freight, Stock, and Material Movers, Hand	\$14.18	\$17.28	5
Maintenance and Repair Workers, General	\$20.45	\$22.10	4
<i>Write-In</i>			
Team Leads*	\$31.53	\$21.00	11

³⁷ Please see Appendix D for further information on best fit occupations

³⁸ \$/Per mile driven was given for one response and therefore not included in calculation

APPENDIX A: SUMMARY OF COMPENSATION AND JOB OPENINGS BY SECTOR

Overview

An overview of all listed salaries by respondents across all occupations for each industry is listed below. As seen, the Healthcare industry had a median hourly rate of \$15.66 across all occupations surveyed, with 60 total respondents. The Transportation, Logistics, and Warehousing industry had a median hourly rate of \$20.25 across all occupations surveyed, while also having the largest number of respondent entries with 134 total responses. Finally, the Manufacturing industry had a median hourly rate of \$23.47 across all occupations surveyed, with 57 total responses. Median rates should not be compared across industries as not all occupations for each industry are present, as only pre-selected and limited occupations were chosen for respondents to enter wage data in for the survey. Overall, rates varied widely by occupation for each industry, with occupations that typically require higher educational attainment and qualifications earning higher wages.

Across All Occupations Surveyed for the Healthcare Industry



Across All Occupations Surveyed for the Transportation, Logistics, & Warehousing Industry



Across All Occupations Surveyed for the Manufacturing Industry



Healthcare Salary Responses

Below are the average hourly rates for each healthcare occupation asked within the survey. In addition to survey respondent data, Emsi Hourly Rates were also added for comparison among survey data. Emsi rates were found using a Compensation Analysis report for each occupation and using the median hourly wage. The occupation data is specific to the four-county region and uses both QCEW and Non-QCEW Employees on Emsi’s Q4 2021 Data Set. Additionally, occupations marked with an asterisk (*), are compared with the best fit occupation available, as the specific occupation listed is not directly specified in the Standard Occupational Classification (SOC) System.³⁹

Average Salaries	Emsi Hourly Rate	Survey Avg. Hourly Rate	Entries
<i>Office Personnel</i>			
Medical Secretaries and Administrative Assistants	\$18.20	\$16.57	8
Customer Service Representatives	\$16.78	\$14.75	3
<i>Nurses and Medical Assistants</i>			
Licensed Practical Nurses	\$26.28	\$24.71	7
Registered Nurses	\$33.93	\$30.67	9
Nursing Assistants	\$14.29	\$14.60	5
Medical Assistants	\$18.15	N/A	0
<i>Therapists and Social Workers</i>			
Occupational Therapists	\$46.35	N/A	0
Physical Therapists	\$50.33	\$35.00	1
Mental Health and Substance Abuse Social Workers	\$22.64	\$14.00	6
<i>Other</i>			
Clinical Laboratory Technologists and Technicians	\$23.93	N/A	0
Dietary Workers*	\$28.99	\$12.75	6
Home Health and Personal Care Aides	\$13.39	\$13.80	6
Housekeeping	\$12.07	\$12.75	6
Medical and Health Services Managers	\$49.30	\$20.50	2
<i>Write-In</i>			
Directors*	\$49.30	\$27.00	1 ⁴⁰

Positions with Most Openings for Healthcare

Respondents were instructed, “Listing up to three positions/job titles in which your company has the most openings.” For the Healthcare industry, 11 companies responded with 25 positions

³⁹ Please see Appendix D for further information on best fit occupations

⁴⁰ Range of \$17-37/hour was given, average was taken from this range

as seen below. The most common positions listed were Direct Support Professionals/Caregivers (6), followed by nurses including Certified Nursing Assistants (5), and Licensed Practical or Registered Nurse (4).

Position	Entries
Direct Support Professional/Caregiver	6
Certified Nursing Assistant (CNA)	5
Licensed Practical/Registered Nurse	4
Counselor/Supervisor/Trainer	4
Dietary Aide	3
Caregiver	2
Housekeeping	2
Custodial Technicians	1
Program Specialist	1

Manufacturing Salary Responses

Below are the average hourly rates for each manufacturing occupation asked within the survey. In addition to survey respondent data, Emsi Hourly Rates were also added for comparison among survey data. Emsi rates were found using a Compensation Analysis report for each occupation and using the median hourly wage. The occupation data is specific to the four-county region and uses both QCEW and Non-QCEW Employees on Emsi's Q4 2021 Data Set. Additionally, occupations marked with an asterisk (*), are compared with the best fit occupation available, as the specific occupation listed is not directly specified in the Standard Occupational Classification (SOC) System.⁴¹

Average Salaries	Emsi Hourly Rate	Survey Avg. Hourly Rate	Entries
<i>Managers and Supervisors</i>			
Production Supervisors	\$29.65	\$28.42	16 ⁴²
Warehouse Shift Managers*	\$44.13	\$25.95	10
<i>Operators</i>			
Forklift Operators*	\$18.33	\$17.02	15
Production Operators*	\$17.04	\$17.11	19
<i>Other Positions</i>			
CDL-A Truck Drivers	\$23.94	\$19.80	6
Customers Service Representatives	\$16.78	\$21.66	7 ⁴³
General Laborers*	\$14.18	\$15.51	16
Maintenance Mechanics	\$26.81	\$24.81	16 ⁴⁴
Material Handlers*	\$14.18	\$17.62	11
Warehouse Associates*	\$14.18	\$16.90	11
<i>Write-In</i>			
Administrative Assistant*	\$26.76	\$15.00	1
Machine Operator*	\$19.37	\$20.00	1
Press Operators	\$16.88	\$23.00	1
Production Line Leader*	\$17.04	\$20.50	1
Team Leader (Assembly/Production)*	\$17.04	\$23.16	1
Welder*	\$20.17	\$24.00	1
Welder (Fabrication)*	\$20.17	\$18.94	1

⁴¹ Please see Appendix D for further information on best fit occupations

⁴² One submission was not included due to likely user error (\$/hr. < \$5)

⁴³ One submission was not included due to likely user error (\$/hr. < \$5)

⁴⁴ One submission was not included due to likely user error (\$/hr. < \$5)

Positions with Most Openings for Manufacturing

Respondents were instructed, “Listing up to three positions/job titles in which your company has the most openings.” For the Manufacturing industry, 24 companies responded with 62 positions as seen below. The most common positions listed were Production Operators/Packers (15), followed Machine Operators/Machinists (10), and General Labor/Workers (8).

Position	Entries
Production Operator/Packer	15
Machine Operator/Machinist	10
General Labor/Worker	8
Assembler	5
Welder/Fabrication	5
Maintenance Mechanics	5
Material Handler	3
Technician	2
Quality Control/Tester	2
Customer Service Representative	1
Office/Clerical	1
Truck Driver	1
Inspection Assistant	1

Transportation, Logistics, and Warehousing

Below are the average hourly rates for each transportation, distribution, and logistics occupation asked within the survey. In addition to survey respondent data, Emsi Hourly Rates were also added for comparison among survey data. Emsi rates were found using a Compensation Analysis report for each occupation and using the median hourly wage. The occupation data is specific to the four-county region and uses both QCEW and Non-QCEW Employees on Emsi’s Q4 2021 Data Set. Additionally, occupations marked with an asterisk (*), are compared with the best fit occupation available, as the specific occupation listed is not directly specified in the Standard Occupational Classification (SOC) System.⁴⁵

Average Salaries	Emsi Hourly Rate	Survey Avg. Hourly Rate	Entries
<i>Managers</i>			
General and Operations Managers	\$46.23	\$45.36	6
Transportation, Storage, and Distribution Managers	\$44.13	\$33.95	7
<i>Supervisors</i>			
Mechanics, Installers, and Repairers Supervisors	\$20.56	\$35.62	3
Office and Administrative Support Workers Supervisors	\$18.58	\$25.96	3
Transportation and Material Moving Workers, Supervisors	\$16.14	\$29.59	5
<i>Office Personnel</i>			
Secretaries and Administrative Assistants	\$19.05	\$16.81	4
Shipping, Receiving, and Inventory Clerks	\$16.57	\$16.82	6
Customer Service Representatives	\$16.78	\$17.56	6
Office Personnel Security Guards	\$16.32	\$15.00	1
<i>Other</i>			
Heavy and Tractor-Trailer Truck Drivers	\$23.94	\$22.00	2 ⁴⁶
Industrial Engineers	\$41.35	\$36.06	2
Forklift Operators*	\$18.33	\$48.08	2
Laborers and Freight, Stock, and Material Movers, Hand	\$14.18	\$17.77	8
Maintenance and Repair Workers, General	\$20.45	\$23.74	6
<i>Write-In</i>			
Corporate Accountant*	\$31.53	\$25.00	1
Team Leads*	\$26.04	\$21.00	1

Positions with Most Openings for Transportation, Distribution, and Logistics

Respondents were instructed, “Listing up to three positions/job titles in which your company has the most openings.” For the Transportation, Distribution, and Logistics industry, 11

⁴⁵ Please see Appendix D for further information on best fit occupations

⁴⁶ \$/Per mile driven was given for two responses and therefore not included in calculation

companies responded with 23 positions as seen below. The most common positions listed were Equipment/Machine Operators (6), followed Maintenance/Safety Managers or Leads (5), and General Labor/Workers (5).

Position	Entries
Equipment/Machine Operators	6
Maintenance/Safety Manager or Lead	5
General Labor/Workers	5
Fulfillment	3
Material Handlers	2
Drivers	2

“Other” Write-In Section

The table below summarizes the open positions written in by the “Other” write-in respondents. As seen, industries are grouped where possible, with open positions listed underneath. In total, there were 35 “Other” write-in respondents who wrote down position specific data. Of the 35 respondents, 16 unique industries are listed, with 72 total positions. The industry with the most write-in responses was Contractors, with 6 entries. The Non-Profit industry was the second highest write-in industry, with 4 respondents, followed by the Municipality/Local Government industry with 6.

Industry & Open Positions	Entries
<i>Contractors (Electrical, Mechanical, Landscape, HVAC, Cleaning, & Security)</i>	6
HVAC/Service Technician	2
Accountant	1
Administrative Assistant/PM	1
Architect	1
Dispatcher	1
Electrician	1
Engineer	1
Installer	1
Landscape Laborer	1
Mechanic	1
Plumber	1
Professional House Cleaner	1
Security Officer	1
Truck Driver	1
<i>Non-Profit</i>	5
Upper Management/Supervisors	2
Program Instructors	2
Lifeguards	1
Mid-Level Staff	1
Production Manager	1
School Counselors	1
<i>Municipality/Local Government</i>	6
Maintainer	2
Patrol Officer	2
Public Works Laborers (street, water, sewer)	2
Circulation Assistant	1
Firefighter/Paramedic	1
Youth Services Assistant	1
<i>Financial/Bank/Insurance</i>	3
Branch Manager	2
Commercial Lender	1

COMPREHENSIVE WAGE AND BENEFIT STUDY
 SUBMITTED BY THOMAS P. MILLER & ASSOCIATES, LLC

Industry & Open Positions	Entries
Customer Service	1
Relationship Banker	1
Tellers	1
Construction	2
Project Manager	2
Carpenter	1
Fabricator	1
Roofing installers	1
Real Estate	2
Executive Officer	2
Receptionist	1
Transaction Manager	1
Education	2
Housekeeping Staff Member	1
Security Supervisor	1
Special Education Teacher	1
Certified Public Accountants/Legal Services	2
Para Legal/Legal Assistant	1
Senior Accountant	1
Staff Accountant	1
Engineering	1
Professional Land Surveyor	1
Survey Crew Chief	1
Hospitality	1
Food & Beverage Server	1
Convention Services House Attendant	1
Room Attendant	1
Child Welfare Agency	1
Teacher/Teacher Assistant	2
Youth Group Home Direct Care Staff	1
Media	1
Admin/Accounting Clerk	1
Digital Editor	1
Reporter	1
Business Support Services	1
Call Center Operator - Part-Time and Seasonal	1
Retail	1
Truck Driver	1
Public Transportation	1
Dispatch/Customer Care	1

COMPREHENSIVE WAGE AND BENEFIT STUDY
SUBMITTED BY THOMAS P. MILLER & ASSOCIATES, LLC

Industry & Open Positions	Entries
Facilities and Vehicle Maintenance	1
Mechanic	1
<i>Medical Spa</i>	<i>1</i>
Aesthetician	1
Massage Therapist	1
Nurse Injector	1

APPENDIX B: SURVEY

Comprehensive Compensation and Benefit Survey

As you know, our region's labor market area is experiencing a tight labor market. Employers are unable to fill current positions as a result workforce availability has become a major issue for employers.

We are seeking employer input in a compensation and benefit survey to help everyone better understand what the real time cost of recruiting and retaining their workforce. In the wake of a challenging year, our employers are faced with unprecedented business needs that require a quality available workforce. We must better understand the compensation and benefits of its workforce to better plan and budget for the strategies necessary in a competitive regional business environment.

This project is being funded by a grant through the Grundy Livingston Kankakee Workforce Board and the Workforce Investment Board of Will County, in partnership with Thomas P. Miller and Associates (TPMA). The Compensation and Benefit Survey will collect information from employers in the 4-county service area and targets employers in the manufacturing, transportation, distribution, logistics, and healthcare sectors.

This survey is voluntary and will take approximately 15 minutes to complete. You can stop taking the survey at any time. **Your responses are completely anonymous and individual responses will only be reported in aggregate.** No identifying (company or personal) information will be tied to results.

By clicking "Next" below, you are consenting for TPMA to use your feedback to help inform the evaluation. If you have any questions about this survey, please contact Joely Pope, TPMA Project Consultant, at jpope@tpma-inc.com.

Thank you for your participation!

Directions: For each question, please answer as it relates to your company's primary location in the region. If answers differ based on location, please complete the survey for each location in the four-county region.

Company Information

1. Company Name
2. Street Address
3. City
4. Zip Code
5. Primary County (dropdown)
6. Other County (select all the counties in the region you have a location in)

7. Which of the following industries best describes your company?

- a. Healthcare
 - b. Manufacturing
 - c. Transportation/Distribution/Logistics/Warehousing
 - d. Other (please specify):
8. Number of Employees (full-time or part-time with minimum of 25 hours) (dropdown/multiple choice: Less than 25, Between 26 and 50, Between 51 and 100, Between 100 and 500, Greater than 500)
9. Please list up to three positions/job titles in which your company has the most current openings.
- a. Position/Job Title 1
 - b. Position/Job Title 2
 - c. Position/ Job Title 3

Wage and Benefit Questions

10. (For employers in Transportation & Warehouse Industry) Please select all the occupations you would like to provide wage data for. You will be asked the Entry Level Wage of each position you select.
- a. Customer Service Representatives
 - b. Mechanics, Installers, and Repairers Supervisors
 - c. Office and Administrative Support Workers Supervisor
 - d. Transportation and Material Moving Workers, Supervisors
 - e. General and Operations Managers
 - f. Heavy and Tractor-Trailer Truck Drivers
 - g. Industrial Engineers
 - h. Forklift Operators
 - i. Laborers and Freight, Stock, and Material Movers, Hand
 - j. Maintenance and Repair Workers, General
 - k. Secretaries and Administrative Assistants
 - l. Security Guards
 - m. Shipping, Receiving, and Inventory Clerks
 - n. Transportation, Storage, and Distribution Managers
 - o. Other (please specify)
11. (For employers in Manufacturing Industry) Please select all the occupations you would like to provide wage data for. You will be asked the Entry Level Wage of each position you select.
- a. CDL-A Truck Drivers
 - b. Customer Service Representatives
 - c. Forklift Operators
 - d. General Laborers
 - e. Maintenance Mechanics
 - f. Material Handlers
 - g. Production Operators
 - h. Production Supervisors

- i. Warehouse Associates
- j. Warehouse Shift Managers
- k. Other (please specify)

12. (For employers in Healthcare Industry) Please select all the occupations you would like to provide wage data for. You will be asked the Entry Level Wage of each position you select.

- a. Clinical Laboratory Technologists and Technicians
- b. Customer Service Representatives
- c. Dietary
- d. Home Health and Personal Care Aides
- e. Housekeeping
- f. Licensed Practical Nurses
- g. Medical and Health Services Managers
- h. Medical Assistants
- i. Medical Secretaries and Administrative Assistants
- j. Mental Health and Substance Abuse Social Workers
- k. Nursing Assistants
- l. Occupational Therapists
- m. Physical Therapists
- n. Registered Nurses
- o. Other (please specify)

Note: For each position they select the choice to write-in wage data will appear for the Entry Level Wage, Median Wage, and Experienced Wage

13. How many shifts are there within your company?

- a. 1
- b. 2
- c. 3
- d. 4
- e. Other

14. What are the working hours for shifts at your company (i.e. 8 am – 4 pm, 8 am – 8 pm, etc.)?

15. Are there shift differentials in wages for off-shifts? (dropdown: yes, no, unsure)

16. (If shift differentials exist) What are your company's current wage differentials for each shift? (comment box)

17. For the positions that comprise the largest percentage of your company, what is the most common work week? (multiple choice: 3-day workweek, 4-day workweek, 5-day workweek, etc.)

18. Please select all of the below benefits your company currently offers to full-time employees.

- a. Health Insurance
- b. Life Insurance
- c. Dental Insurance
- d. Flexible Spending Account (FSAs)
- e. Health Spending Account (HSAs)
- f. Paid Holidays
- g. Paid Medical Leave
- h. Paid Time Off (PTO)
- i. Retirement benefits
- j. Overtime or comp time
- k. Incentive plans (bonuses)
- l. Sign-on bonuses
- m. Tuition reimbursement
- n. Other training/education opportunities
- o. Transportation
- p. Flexible Schedules
- q. Child Care
- r. Remote Work
- s. Retention Bonuses
- t. Referral Bonuses
- u. Other (please specify)

19. Please select all of the below benefits your company currently offers to part-time employees.

- a. We do not have part time employees
- b. Health Insurance
- c. Life Insurance
- d. Dental Insurance
- e. Flexible Spending Account (FSAs)
- f. Health Spending Account (HSAs)
- g. Paid Holidays
- h. Paid Medical Leave
- i. Paid Time Off (PTO)
- j. Retirement benefits
- k. Overtime or comp time
- l. Incentive plans (bonuses)
- m. Sign-on bonuses
- n. Tuition reimbursement
- o. Other training/education opportunities
- p. Transportation
- q. Flexible Schedules
- r. Child Care
- s. Remote Work
- t. Retention Bonuses
- u. Referral Bonuses

- v. Other (please specify)
20. (Selected bonuses) In what ways, if any, has offering bonuses impacted your recruitment or retention of employees? In what ways, if any? Add check boxes
- a. Attracted more job applicants
 - b. Retention increased
 - c. Did not affect recruitment
 - d. Did not affect retention
 - e. Other: (add comment box so companies can state what other is)
21. What was the dollar amount of the bonuses you offered?
22. Are there other benefits that help you attract or retain employees? (comment box)
23. When do you offer wage increases after hiring? (checkbox: 3-month, 6-month, 9-month, 1 year, Other (please specify))
24. As an employer, what difficulties do you encounter in attracting and/or retaining employees based on available wage and benefit offerings at your company? (comment box)
25. Do you track the reasons why employees quit?
- a. Yes
 - b. No
 - c. Unsure
26. What are the top reasons people leave your company / quit their job? (comment box)
27. Is there anything else you would like to share with us? (comment box)
28. As part of this study, we will be conducting round table discussions for each industry, are you willing to participate in a virtual round table? (yes/no)
29. (If yes) Contact Information
- 1. Name
 - 2. Title
 - 3. Phone
 - 4. Email Address

Thank you again for your participation!

If you have any questions or comments about the survey, please contact Joely Pope
jpope@tpma-inc.com

For employers in Transportation & Warehouse Industry) Please select all the occupations you would like to provide wage data for. You will be asked the Entry Level Wage and Median Wage of each position you select.

MANAGERS:

- a. General and Operations Managers
- b. Transportation, Storage, and Distribution Managers

SUPERVISORS:

- a. Mechanics, Installers, and Repairers Supervisors
- b. Office and Administrative Support Workers Supervisor
- c. Transportation and Material Moving Workers, Supervisors

OFFICE PERSONNEL:

Secretaries and Administrative Assistants
Security Guards
Shipping, Receiving, and Inventory Clerks
Customer Service Representatives

OTHER:

2.
 - a. Heavy and Tractor-Trailer Truck Drivers
 - b. Industrial Engineers
 - c. Forklift Operators
 - d. Laborers and Freight, Stock, and Material Movers, Hand
 - e. Maintenance and Repair Workers, General
 - f. Transportation, Storage, and Distribution Managers
 - g. Other (please specify)
3.

Mangers

 - a. Medical and Health Services Managers

Supervisors

Office Personnel

Medical Secretaries and Administrative Assistants
Customer Service Representatives

Other

- a. Clinical Laboratory Technologists and Technicians
- b. Dietary Workers
- c. Home Health and Personal Care Aides
- d. Housekeeping
- e. Licensed Practical Nurses
- f. Medical Assistants
- g. Mental Health and Substance Abuse Social Workers
- h. Nursing Assistants
- i. Occupational Therapists
- j. Physical Therapists
- k. Registered Nurses

APPENDIX C: ROUNDTABLE DISCUSSION GUIDE

Welcome

Welcome! Thank you for joining us today. I am Joely Pope and with me today is Brittany Dougherty. We are from Thomas P. Miller and Associates, and we are working with the Grundy Livingston Kankakee Workforce Board and the Workforce Investment Board of Will County on a Compensation and Benefit Study. As you know, we are in a really tight labor market right now and employers are unable to fill current positions. We conducted a survey to understand the real time costs of recruiting and retaining your workforce. Thank you for your participation in the survey! We now want to spend time getting your feedback on wages, benefits, and ways to develop the workforce to meet current needs.

The feedback you provide today will only be included in the aggregate data report we will write, and we will not include any identifiers around direct quotes we use.

Ground Rules

- Please allow one person to speak at a time.
- There are no right or wrong answers. Everyone's experience and insight are highly valued.
- When you do have something to say, please do so, even if we have moved on to a different topic.
- You do not have to agree with the views of other people in the group, but please be respectful.

We appreciate the time you have dedicated today to be part of this group!

Introductions

Hello everyone! Before we start, I would like each of you to briefly introduce yourself. Please tell us your name and the organization or business you represent! Please also identify the sector you represent.

Questions

Successes: We know this is a difficult time, but we wanted to start out by asking

- When it comes to recruitment or retention what is working well for you? What has been successful?

Challenges: We know this is an extremely tight labor market and you are experiencing significant challenges. We would now like to discuss some of the challenges you are experiencing

- What are the barriers you are experiencing in your recruiting efforts?
- What challenges, if any, are you facing retaining employees?
- What challenges, if any, exist in the talent pool or connecting with qualified employees?

Wages: We asked several questions about wages in the survey and want to dig into the information in more detail. We want to understand how you make decisions about wages.

- What are the factors that make you decide to change your wages?

- What information do you use to determine what your wages should be? (Where/how do you determine the market rate?)
- With the data you use to determine wages how accurate do you feel that data is for your sector?

Benefits and Bonuses: We understand wages are only part of the picture and that benefits and bonuses are being offered as part of recruitment efforts. We want to understand what you are doing, what has worked, and what did not work.

- What bonuses and benefits have you found to be most effective?
- How do you determine bonus amounts or how and when you should offer bonuses? If you do not offer bonuses for what reasons do not provide bonuses?
- Are there minimal dollar thresholds that seem to have the most impact or effectiveness?

Best Practices: Are there other practices that you've incorporated that have helped in your recruiting efforts?

- What are some best practices or things that have worked in your recruiting and retention efforts?
- What strategies have you implemented to increase the talent pool?
- What organizations are you working with to help with your recruitment and retention efforts?

Regional Needs: We would like to shift conversation a little bit and think regionally...

- What resources or tools, if any, do you need or wish were available for employers in the region?
- What ideas, if any, do you have for more regional alignment and coordination?
- What barriers, if any, do employees in the region have that inhibit their ability to find or maintain employment?
- What have we not asked about that you would like to share?

Conclusion

Thank you for your participation today! This has been a very successful and insightful discussion. We along with the workforce boards greatly appreciate you taking this time out of your day to participate in this roundtable. If there is any additional information you wish to include, please feel free to email us at jpope@tpma-inc.com or bdougherty@tpma-inc.com

APPENDIX D: EMSI COMPARABLE WAGE OCCUPATIONS

Occupation Conversion Table:

Survey Occupation	Emsi Occupation	SOC Code
Warehouse Shift Managers	Transportation, Storage, and Distribution Managers	11-3071
Forklift Operators	Industrial Truck and Tractor Operators	53-7051
Production Operators	Production Occupations	51-0000
General Laborers	Laborers, Freight, Stock, and Material Handlers, Hand	53-7062
Material Handlers	Laborers, Freight, Stock, and Material Handlers, Hand	53-7062
Warehouse Associates	Laborers, Freight, Stock, and Material Handlers, Hand	53-7062
Administrative Assistants	Executive Secretaries and Administrative Assistants	43-6011
Machine Operator	Machinists	51-4041
Production Line Leader	Production Occupations	51-0000
Team Leader (Assembly/Production)	Production Occupations	51-0000
Welder	Welders, Cutters, Solderers, and Brazers	51-4121
Welder (Fabrication)	Welders, Cutters, Solderers, and Brazers	51-4121
Corporate Accountant	Accountant and Auditors	13-2011
Team Leads	Supervisors of Transportation and Material Moving Workers	53-1000
Dietary Workers	Dietitians and Nutritionists	29-1031
Directors	Medical and Health Services Manager	11-9111